

OFC

PLAYBOOK

OCEANIA FOOTBALL CONFEDERATION

TOWARDS AN EQUAL OCEANIA

GENDER EQUALITY PLAYBOOK 2022

THIS IS HOW

WE

FOOTBALL

2022

ACKNOWLEDGEMENTS

Thank you to everyone who has worked tirelessly to advance sport for all in Oceania. In particular, the pioneers who have paved the way for women's football. We are working to build from their legacy and leave our sport better than we found it.

The creation of this Playbook for advancing Gender Equality in and through sport in Oceania would not have been possible without the support and guidance of the New Zealand Ministry of Foreign Affairs and Trade (MFAT). MFAT have been a long standing partner to OFC in the delivery of our Social Responsibility activities designed to capitalise on the power of football in delivering social development and impact across our region. This has included supporting the Just Play Programme to reach over 400,000 children in the Pacific since 2009.

This playbook and associated programmes mark the next phase in our partnership building toward the FIFA Women's World Cup 2023 and ensuring a legacy for all across our region.

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The most important stakeholders in the creation of this resource have been the countless participants involved in various pieces of research, discussion and debate throughout the formation of the OFC ALL IN Women's Football Strategy and this playbook. Thank you to the individuals who personally contributed to the development of the case studies and those who engaged in talanoa which significantly contributed to the final plays including FIFPRO, ONOC, FIFA Pacific Office, Oceania Rugby and many players, coaches and administrators from our region.

This resource is dedicated to the future generations of female sport practitioners in Oceania. We hope it helps build on the foundations for inclusive sport in our region.

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INTRODUCTION



WOMEN AND GIRLS FOOTBALL

Globally, the number of women and girls playing football is growing. There are now 29 million playing football worldwide with the goal of reaching 60 million participants by 2026.¹ The women's world cup involves 32 teams from 6 continents and women hold leadership positions in all areas of the game. Although the progress is considerable, there is a lot more to be done with great opportunity to capitalise on recent momentum.

THE VALUE OF WOMEN & GIRLS FOOTBALL²:



ALL IN: OFC WOMEN'S FOOTBALL STRATEGY 2027

In 2021 OFC Launched its first ever Women's Football Strategy which made the point that achieving gender equality required everyone's involvement, boldly stating that we were "ALL IN" for women's Football. The strategy acknowledged that while significant advances have been made, a greater level of equality, investment and leadership is required in Oceania to pursue the same level of growth and professionalisation that women's football is seeing globally.

The Strategy acknowledged the different but interconnected elements to growing the women's game and, crucially noted the need to address social inequality in tandem with development on the pitch.

"To create sustainable change and to have an everlasting impact, the OFC Women's Football Strategy and the FIFA Women's Football World Cup 2023 Legacy will transcend the football field and permeate the homes and communities of girls and women across the Pacific."

WE ARE ALL IN

ALL IN: OFC WOMEN'S FOOTBALL STRATEGY 2027

Aimed to increase the development, growth, sustainability and professionalisation of women's football in Oceania, leading to greater performances on the world stage.

AN EQUAL OCEANIA:

Break down the barriers and increase accessibility for girls and women in football, to ensure girls and women are meaningfully engaged in all aspects of football.

A VISIBLE OCEANIA:

Create awareness and raise the profile of women's football in Oceania to increase participation, visibility and value of women's football and women in football.

A STRONGER OCEANIA:

Build the foundations of women's football and increase the capacity and capability of girls and women in football.

AN ELEVATED OCEANIA:

Raise the standard, frequency and delivery of women's football to drive performance and have more competitive teams at OFC and FIFA competitions.

AN INCLUSIVE OCEANIA:

Strengthen the culture of governance in football to improve gender equality and foster a safe, positive and inclusive environment for all.

GENDER EQUALITY PLAYBOOK

The Gender Equality Playbook has been developed for sport administrators in our region who are interested in increasing women's participation and performance, developing equitable sport organisations and addressing social inequalities through sport programming. Development of women's sport requires intentional and strategic action that acknowledges the unique Pasifika context including specific challenges and opportunities. While there has been a great deal of research globally looking at how we can grow women's sport and promote a more equitable society through sport, there has been little work focusing directly on the Oceania region.

APPROACH

We have taken an evidence-led approach to developing this playbook through a review of global and regional literature, contextualised by regional research addressing gaps in the research in sport within Oceania. Primary research underpinning this resource included:

- A survey of 1,621 children and youth knowledge, attitudes and behaviours across 25 communities throughout Pacific Islands
- 110 interviews and surveys with women leaders in Football across the Oceania region.
- Analysis of 1,887 sport media articles from Fiji, Samoa, Solomon Islands and Oceania Football Confederation channels
- Hosting 7 guided talanoa with key stakeholder groups, including women players, coaches and administrators from across the Oceania sport ecosystem

Key themes and insights emerged on a Pacific approach to addressing inequality in sport. This playbook distils this information into clear, evidence-based steps or "Play's" that can be made to continue our journey. The various chapters of the playbook present a road-map for addressing some of the biggest challenges we face in delivering sport in an equitable way.

OBJECTIVES

Through the application of the steps of this playbook we hope to create equal opportunities for all in sport and that we can use our platform to support social change more broadly. Specifically, this includes:

- Promoting opportunities for women and girls' participation and physical activity
- Ensuring full and effective participation and equal opportunities for women in leadership and decision making in sport
- End all forms of discrimination against women and girls in sport and present an example for society for promoting non-discrimination
- Ensure that sport is delivered safely and works toward the ending violence against women and girls off the pitch

We have seen that increasing participation and visibility of women in sport both as players and in careers in the sector, is crucial to inspiring girls and women to pursue their dreams.

"Football is a global game that must be made accessible to all. The only way we can realise this is by strengthening our institutions and working practices to be as inclusive and diverse as possible."³

HOW TO USE

Achieving lofty goals requires that we work together. It requires clear planning, alignment across stakeholder groups and accountability. That is where a playbook comes in as a single resource with all the top-plays in once place, ensuring everyone is working from the same rules with aligned strategies from any position.

This playbook is organised into the different areas where action can be taken to promote gender equality in and through sport. These areas are outlined in each chapter of the Playbook. They highlight current situation, key research findings and which plays we can and should be running to promote and enact gender equality within the football and broader sporting community.

CONSISTENT THEMES

Consistent themes emerged in each chapter that should underpin the work we do in addressing gender inequality in and through sport. These include:

1. The need to listen to the intended beneficiary of any programme to understand their needs and design activities to meet those needs
2. Creating clear goals and targets to guide activity and creating accountability with on-going monitoring and evaluation of activities
3. Taking an eco-system approach to delivery and involving everyone, to create inclusive and supportive sporting cultures
4. Seeking feedback and creating an on-going dialogue with diverse stakeholders to continue to evolve approaches and activities.

This playbook also includes a monitoring tool to self-check your progress as a sport organisation across the six focus areas of activity. This “Gender Equality Scorecard” is a practical and simple assessment tool so sport organisations across the Pacific can take stock of existing efforts, commitments and programmes to promote gender equality and address violence against women and girls. People from all levels of the organisation – board, coaches, officials, administrators, players – should contribute to the filling out the check list. This means rankings can be debated as a group and used to guide decisions about which plays to take to for collective progress.

PARTICIPATION	
Goal	Increased female participation in Oceania and development of the female player pathway from entry to high performance
Plays	1.1 Strategy Set a strategy for female participation for your organisation including clear annual targets for the number of female players and the number of clubs or organisations offering female programmes.
	1.2 Programmes Create women's only programmes as an entry point to the sport, and deliver programmes where women meet and feel safe
	1.3 Family Provide opportunities for the whole family to participate together
	1.4 Coaching Inclusive coaching styles to enable and retain female participation and progression into performance pathways
	1.5 Resources Allocation of resources, equipment and appropriate facilities at all programmes that engage women and girls
	1.6 Funding Ring-fence funding for women and girls sport participation across the player pathway from grassroots to elite
	1.7 Committee Set up a women's committee with youth representatives to listen to their needs and gather feedback on delivery in the community
	1.8 Education Awareness raising and education programmes on the value of female participation for coaches, parents and key gatekeepers
COACHING	
Goal	Growing the number of female coaches across Oceania
Plays	2.1 Education Ensure coach education is adaptable and values diversity and qualities of servant leadership
	2.2 Safeguarding Include safeguarding in coach education programmes and enforce safeguarding mechanisms
	2.3 Strategy Develop and deliver strategies for female coach recruitment
	2.4 Development Establish opportunities for coach development through women coach educators, and co-coaching
	2.5 Visibility Enable visibility of female coaches to inspire future generations
LEADERSHIP	
Goal	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in sport in Oceania
Plays	3.1 Commitments Make organisational commitments to gender equality in leadership representation including reviewing constitutional documents to ensure women's full and effective participation and equal opportunities for leadership and that they promote equality and non-discrimination
	3.2 Pipelines Creation of leadership pipelines for women and girls in sport in the Pacific
	3.3 Investment Investment in female leadership development
	3.4 Men's Programme Engage men in gender inclusion programmes across the Pacific
	3.5 Network Development of networks of advocates to share experiences and visibly champion for change
MEDIA AND VISIBILITY	
Goal	Equal coverage of male and female sport in the media across Oceania
Plays	4.1 Representation Ensuring female representation in media focusses on sport performance rather than gender stereotypes
	4.2 Strategy Develop a women's sport media strategy and key partnerships to promote coverage of the female game
	4.3 Promotion Promotion of women athletes and role models through sport platforms
	4.4 Programmes Programmes targeted at development of female sport journalists and commentators
PROMOTING GENDER EQUALITY & PREVENTING VIOLENCE AGAINST WOMEN & GIRLS	
Goal	Maximise the contribution of sport to promote gender equality and prevent violence against women and girls in Oceania
Plays	5.1 Partnership Building partnerships with local organisations that provide services for women and children and practicing survivor-centered response mechanisms
	5.2 Programmes Creation of values-based programmes that challenge harmful social norms on gender roles and stereotypes
	5.3 Policy Creation and implementation of safeguarding policies, procedures, codes of conduct and training to ensure women, girls and boys can participate without threat of physical, sexual or emotional violence, harassment or abuse
	5.4 Advocacy Advocacy and communication that demonstrate the sport's contribution to gender equality and the ending of violence against women and girls
	5.5 Safe Spaces Creation of safe spaces where boys and men can reflect on their values and experiences, and model gender equal attitudes and behaviours
POLICY	
Goals	All sports have policies for gender equality, inclusion, safeguarding and associated ring-fenced budget for women's sport
Plays	Policy Development
	6.1 Review Review current policies focussed on gender equality, inclusion and safeguarding
	6.2 Align Review external gender equality policies and legislative frameworks
	6.3 Consult Consultation with diverse stakeholders and intended beneficiaries
	6.4 Resource Allocate resources to development and deliver on gender equality in sport
6.5 Monitor Regularly monitor and evaluate the policy to ensure it is meeting objectives	
Plays	Policy Implementation
	6.6 Create Create a Gender Policy for your sport that addresses equality, inclusion, safeguarding and equitable fund utilisation
	6.7 Guidance Establish Guidance in the event of gender discrimination or safeguarding concern or disclosures
	6.8 Training Provide training, advice and support to staff and participants to uphold your policy
	6.9 Risks Understand and address risks through completing a risk assessment relevant to the policy
	6.10 Share Share with delivery partners and create clear expectations for delivery
6.11 Monitor Regularly monitor and evaluate the policy to ensure it is meeting objectives	

PARTICIPATION

Women and girls have traditionally been and continue to be underrepresented in all areas of sport - as participants, administrators, officials and leaders.¹ When women and girls are excluded from sport, they are also excluded from the benefits of sport including finding peer support, accessing new networks, leading, mastering new skills, enjoying better health and building their profile in the community. This gap contributes to gender inequality in all areas of life through an unequal power distribution between women and men, exacerbated by ongoing discrimination, weaknesses in policies and systems, and social relations that normalise inequality.

While there are few reliable statistics about female sport participation in the Pacific, it is generally known that women and girls' engagement in sport has been much lower than that of men and boys.² Despite this, sport is viewed with passion and national pride. One only needs to look at the reaction to the Fijiana Rugby 7s successes at the Tokyo Olympic Games to see the opportunity to enrich this collective passion through providing equal opportunities for women and girls.

Women and girls have been integral to the successful development of sport, however, evidence suggests that there still lacks acceptance of them in the sporting arena⁴ with male domination the norm. Barriers for women and girls' participation in other elements of society are also barriers to their participation in sport. For example, family obligations, marriage, caring for children and parents and family members with a disability, managing a household and contributing to the family income.

There are additional practical limitations including lack of access to: safe toilets or capacity to manage menstruation hygiene; discretionary money to pay for uniform and travel costs; safe transport and playing surfaces; dedicated fields; equipment; and trusted, technically skilled coaches and administrators.

GOAL:

Increased female participation in Oceania and development of the female player pathway from entry to high performance.

PLAYS FOR PARTICIPATION



CURRENT STATE IN THE PACIFIC:

Despite these challenges, women and girls are taking steps every day to get on the field and open the doors to others through coaching, officiating and sport administration. Those who do engage in sport experience the benefits of better health, stronger connections and more professional options and sense of mastery that comes with learning new skills. Football benefits by having more diverse people contributing to and celebrating the sport. Supporting this takes intentional decision making and action by many people, including men and boys. The participation gap is closing with an increasing range of initiatives targeted at empowering women and girls to participate in sport which can be drawn upon to increase participation in football within the Pacific.

88% OF FOOTBALL CLUBS BELIEVE THEIR WOMEN'S TEAM HAS HAD A POSITIVE IMPACT ON THE LOCAL COMMUNITY.⁵

— UEFA WOMEN'S FOOTBALL, 2022



70%
OF WOMEN AND GIRLS
ARE INSUFFICIENTLY
ACTIVE⁶

48%
OF BOYS COMPARED TO ONLY
37% OF GIRLS REPORT
PARTICIPATING IN SPORTS
TRAINING AFTER SCHOOL⁷

97%
GIRLS ACROSS THE
PACIFIC THINK THAT PLAYING
SPORT MAKES THEM HAPPY⁷

Evidence Based Plays:

1.1 STRATEGY

SET A STRATEGY FOR FEMALE PARTICIPATION FOR YOUR ORGANISATION INCLUDING CLEAR TARGETS FOR THE NUMBER OF FEMALE PLAYERS AND THE NUMBER OF CLUBS OR ORGANISATIONS OFFERING FEMALE PROGRAMMES ANNUALLY

Taking a strategic approach to growing participation within target populations, in this case women and girls, is more likely to lead to achieving the desired results.⁸ Creating a strategy with clear, actionable targets is proven to be more likely to lead to results. The likelihood of success increases when the target group of participants are engaged in strategy creation, and there is ring-fenced budget and resource dedicated to actioning the strategy, with regular monitoring and evaluating of the targets.

The strategy ultimately provides a roadmap to achieving increases in participation. Key stakeholders and partners should be identified to support the development and execution of the strategy. This includes women and girls as well as key stakeholders involved in delivery including suppliers of equipment and facilities. Research in Oceania suggests community groups and the church are also valuable stakeholders to include in this process.

Recommendations:

- Talking to the target community and listening to their wants and needs
- Identifying partners and key stakeholder groups to support your strategy
- Creating a clear plan with measurable targets and allocated budget to achieve targets
- Ensure plan is endorsed from the top and supported with regular monitoring and evaluation for accountability in delivery

1.2 PROGRAMMES

CREATE WOMEN'S ONLY PROGRAMMES AS AN ENTRY POINT TO THE SPORT, AND DELIVER PROGRAMMES WHERE WOMEN MEET AND FEEL SAFE

Women and girls have different needs at different stages of their playing experience. At some stages, especially at the entry levels, they might prefer female only programmes that focus on socialisation.^{10,11} At the same time, mastery on new skills is a strong motivator and these programs need to emphasise the importance of skill development and strategies in order to make the experience meaningful.¹⁰ Some women and girls are less motivated and possibly deterred by very competitive sport.¹¹ Other women and girls desire that their participation in football is taken seriously.¹² It is important that women and girls can see a pathway for their participation, both recreationally and competitively.

“I enjoy playing football with my friends. It is my dream to be a football player and seeing other players enjoying it makes me want to make it my lifestyle.”

— Girls Play Festival Participant, Fiji

FEMALE ONLY PROGRAMMES RECOMMENDATIONS:

OPPORTUNITIES FOR SOCIALISATION

Provide opportunities to socialise and make friends with other women and girls in the sport organisation, as well keeping friends together. Socialisation can occur both on and off the field. The dynamics in the group need to be monitored etc to ensure a positive culture is being developed. This includes preventing bullying and harassment and over training.

SKILL DEVELOPMENT

Include skill development strategies early in the participation experience for players to develop their competence and confidence.

COMPETITIVE OPPORTUNITIES

Gradually increase the competitive aspects of the programme for those aspiring for further competitive opportunities. This may include gradual introduction of inter-village competitions, eventual integration of grassroots programmes into community and national programmes.

LEADERSHIP AND ROLE MODELS

The pathway for women and girls to aspire towards in football is not as clear as the pathways for men and boys.¹¹ Sporting role models have the ability to advocate for and motivate women and girls who aspire to play football, which in turn breaks down the barriers to stereotyping and social gender barriers.¹¹ Involving female leaders in the program assists in creating a safe space for girls and women to participate. Role models can be male coaches or staff on these programs, however it is important for participants to see women leaders in action.

Work with local community groups, churches, village leaders to identify appropriate role models to support women and girls football pathways.

“There is no consistency in women's competition. We have only one tournament for the past how many years and it has killed the spirit of the girls and now they have moved to rugby, which offers good packages, travel and game time.”¹³

— Women Football Experience Survey 2020

CASE STUDY

HEILALA MANONGI

ADELAIDE TU'IVAILALA | HEAD OF WOMEN'S FOOTBALL, TONGA FOOTBALL ASSOCIATION

I grew up in a country where soccer was not popular for girls. But I heard about how the King played football. He was the royal patron of football in Tonga, and this encouraged myself, and other girls, to play football.

When I was in college, I went to try out for the football team. My parents, especially my mum, disagreed with this because they believed that football was designed for men only. However, I started to play. I went on to represent my hometown, and then finally was called to the national team.

I was also the first woman to represent women's football for Tonga Football Executive Committee. I worked as a school teacher, but when Tonga Football decided to start an office, I was the first one they approached to see if I wanted to work for them. So, I resigned as a teacher and took up the offer.

I started working as an administrator for Tonga Football Association in 1998. In 2006, I decided to concentrate on women's football, to try and develop the game in my country. I have had many roles, like being the Tonga Football Media Officer for a few years, and then going back to women's football.

“25 years ago there wasn't much support when it came to girls football. You would see girls running around with short and long socks and boots. We have more support now, but must continue to raise awareness.”

After seeing so many girls participating in the Just Play programme, we saw a need to create a specific programme designed to increase the number of girls participating in football in Tonga. This is where Heilala Manongi came about.

We created a curriculum to train girls under 15 years old in football skills and technique, and ensure they had regular training 2-3 times per week. We also included content, such as healthy living, into the training. The programme ran for a duration of 16 weeks. Each week, every participating community in the four main islands ran 2-3 training sessions in their respective communities. Each week the training sessions focussed on one game principle, and every 4 weeks a mini tournament was held on each island for all participating communities. At the completion of the programme, a large tournament was held on the main island of Tongatapu where teams battled it out for the Heilala Manongi Major Cup.

- Female-only programme
- Each week focussed on a different game principle
- Individual island tournaments throughout programmes with large final tournament
- Best players selected to represent their island at final tournament

The project name has a unique and metaphoric definition reflecting the main goal of the project. Heilala is the national flower of Tonga and is considered the most chiefly flower in the Kingdom. Manongi is the fragrance, essence, aroma, or the scent of any flower. We wanted a name that was significant to reflect young girls (13–15 years old) and their role in the development of women's football. As we bring the words Heilala and Manongi together; Heilala represents young girls of Tonga and their importance in the role of developing football in the Kingdom of Tonga. Manongi is the essence or fragrance of the Heilala reaching out to attract more young girls to participate in football, developing their skills and abilities for the development of women's football in Tonga.

IMPACT OF PROGRAMME

There are a lot of talented young girls, but they were not interested in football. But when we advertised that it was girls only, they came. They were playing netball or rugby, but we attracted more athletes to football due to the programme. Every club must have a female coach. This programme has helped to increase the number of female coaches, as well as the number of female players.

As there weren't many female coaches, some who were involved in referring, or were former national players, took up coaching for the programme. Heilala Manongi program did not only target more young girls to develop their technical and tactical skills, but it also provided a means of income for the coaches and their families.

- Increased number of female players and teams
- Football reaching islands previously unable to
- Increasing the number of female coaches
- Empowering young girls' confidence, sense of achievement and competitive spirit



1.3 FAMILY PROVIDE OPPORTUNITIES FOR THE WHOLE FAMILY TO PARTICIPATE TOGETHER

ALLOWING WOMEN AND GIRLS TO PLAY WHILE RESPECTING FAMILY COMMITMENTS, AND CHANGING PERCEPTIONS OF FAMILY TOWARD GIRLS PLAY

The research showed a number of barriers to the participation of women and girls in football including barriers associated with motherhood that can be related to gender roles and having less discretionary time than men and boys due to constraints caused by family obligations, marriage, caring for children and parents and family members with a disability, managing a household and contributing to the family income.^{14,15}

46% OF WOMEN IDENTIFY MOTHERHOOD AS A BARRIER TO PARTICIPATING IN FOOTBALL.⁹



In order to address this, football and other sports can become more accessible to women and girls working to change perceptions of family and the community through shared play experiences and allowing mothers to continue playing by providing opportunities for play for the whole family.

54% OF WOMEN FOOTBALLERS IN THE PACIFIC SUGGEST THAT FAITH AS PLAYED A ROLE IN THEIR FOOTBALL JOURNEY.⁹



ENCOURAGE PARENTAL AND FAMILY INVOLVEMENT

Encouraging parents to be involved with the women and girls' teams in increasing participation and trust. This can include roles as a coach or manager or providing opportunities for parents to watch or play. Hosting family festivals at local clubs or engaging with community institutions such as schools, church or village facilities create a family-oriented environment.

OPPORTUNITIES FOR MEN AND WOMEN TO PARTICIPATE TOGETHER

Run programmes that bring men and women together in specific areas. This might include women coaching boys teams, genders working together on events or in coaching courses. This gives people a chance to get to know each other, understand differences and similarities and build a culture in football where everyone belongs.

1.4 COACHING INCLUSIVE COACHING STYLES TO ENABLE AND RETAIN FEMALE PARTICIPATION AND PROGRESSION INTO PERFORMANCE PATHWAYS

Many athletes see themselves as athletes first, and women or girls second. They want to be pushed as hard as male athletes and demand the same expectations. However, women and girls communicate differently from males, they will talk more and are more inquisitive.¹⁶ As such, coaches may need to tailor the way they communicate with the athlete or team to meet their needs, but still train them as hard and with the same technical rigour.¹⁷ Coaching styles can be adapted to meet the needs of women and girl participants.

“Female athletes want their coaches to appreciate they have lives outside their sport, which they have to juggle with their training.”¹⁸

– Sports Coach UK, 2010

TAILOR COACHING TO DIVERSE COMMUNICATION STYLES

In general, female athletes often want to know ‘why’ more than male athletes and require more discussion and expression on emotions.^{16,17} Females have been shown to prefer to see the ‘whole picture,’ needing to understand why they are performing certain tasks and what doing so will achieve them.¹⁷ Generally, females communicate to share and create a sense of community or relationship with someone who understands their issues.¹⁶

TAILOR COACHING TO PARTICIPANT MOTIVATIONS

Drivers and motivations for participation and the way in which these are fulfilled are, for the most part, are different for men and women. Without trying to oversimplify behaviour choices, this translates to an overall attitude to sport (and life) based on the following concepts:¹⁷

- Putting the greater good before their own
- A need to make the environment they work in as safe and appealing as possible
- Thorough decision-making and risk-assessment processes
- A tendency to take responsibility for everything
- Relationships (making and fixing them) matter above everything else
- Collaboration over competition in the main drive within groups

CREATING A SENSE OF BELONGING

Provision of a safe environment, both physical and emotional, is an important aspect in developing female athletes. It is the responsibility of the sport, often through the coach, to develop and maintain an environment where athletes are not afraid to make mistakes. A safe emotional environment does not allow for any type of bullying or other behaviours that are hurtful to the athletes. Making embarrassing or degrading comments in front of others can cause female athletes to feel humiliated and unsafe.¹⁹

1.5 RESOURCES

ALLOCATION OF RESOURCES, EQUIPMENT AND APPROPRIATE FACILITIES AT ALL PROGRAMMES THAT ENGAGE WOMEN AND GIRLS

Allocation of resources, such as apparel, equipment, coaches, training times and funding are key factors to providing an environment and sporting culture in which women and girls feel like they belong.²⁰ When women and girls can access resources of equal value and equal frequency as men and boys, they are shown that they are valued and participation increases.²⁰

“When you are looking at a women’s game, they have all the t-shirts from the men’s team. That is one of the first things I’ve done, is changing that.”⁹

– OFC Women in Leadership Research

GENDER APPROPRIATE APPAREL

What players wear matters. Playing apparel has been identified as a barrier to participation for women and girls. Many respondents noted that wearing oversized second-hand clothes, especially from men’s leagues wasn’t fun or was a barrier to their participation.

Women and girls need to be able to move comfortably in their training and playing clothes. They also need to be able to cover their body in a way that is culturally and individually comfortable.

This may require game environments with no uniforms, or flexible uniform options including allowing girls to play in skirts or lavalava. It is important to understand these needs and listen to the participants when deciding uniform options. Research from the Research from Victoria University in Melbourne found that 88% of girls want to wear shorts while playing sport and 65% don’t want to wear skirts.²²

“Great infrastructure and programmes targeted to females may be available, however if the sport uniforms do not make girls or women feel comfortable and confident in what they are wearing, you... (won’t) get them onto the field, court or in the pool.”¹

– Professor Clare Hanlon, Victoria University ²³

The colour of sports uniforms also matters. Many girls have shared feeling self-conscious about their period and that being forced to play in white clothes makes them fear leaking.

Ideally apparel should be designed to meet the needs of the player. This includes providing access to sport bras as part of a uniform, especially at the elite level.¹⁴ Access to appropriate kit and equipment is a real challenge in our region, however, prioritising functional apparel can support women’s comfortable play and contribute to them feeling valued in our sport.

“As a result of player feedback and the underlying topic of women wanting to move away from wearing white shorts while on their periods, we have decided to implement changes to the products we offer to our female players... Starting from the 2023/24 season, we will not be providing white shorts to our female athletes. We will always provide an alternative for our home, away and third kits to solve the issue highlighted by women across all sports.”

– Manchester City & Puma Press Release ²⁰

GENDER NEUTRAL CHANGING ROOMS

In many countries in our region, changing rooms for elite players are allocated exclusively to men, even if there are no men’s events taking place. Research shows the importance of having toilet facilities that are safe and private for females to feel welcome, valued and comfortable.²⁴ This includes having private changing spaces for women and girls so they no longer have to change in public areas like the carpark.

Infrastructure is, however, a real challenge in our region due to space and cost. One approach to address this can be the introduction of unisex facilities that can be used comfortably by both men and women. This includes removal of urinals or ensuring toilets and showers feature partition walls and doors. This creates a space where women can change, however, it is important to note that the facilities should only be allocated for use by men or women at any time to ensure safety and privacy for women using them. Temporary measures may include temporary pop-up facilities when infrastructure is not adaptable or available.

TOILETS AND MENSTRUAL HYGIENE MANAGEMENT

Access to sanitary products, being fearful of being embarrassed and not being able to access toilets have been mentioned as barriers to participation in sport. Toilets need to be accessible, safe and clean. Coaches and administrators need to be equipped to have conversations with girls about menstruation and be ready to work with other organisations to find practical solutions.

46% OF WOMEN NETBALLERS IN PNG SAY THAT THEY NEVER OR ONLY SOMETIMES TOOK PART IN SPORT DURING MENSTRUATION.²⁴

**SAFE SPACES**

Players need to be included in conversations about making the training fields safe as they are well placed to identify threats. Players should have access to safe transportation to and from trainings, games and events. There needs to be good lighting in and around the training field time and location of trainings. Coaches and officials will be trained in environmental factors (e.g. lightening, extreme heat) that FIFA officially mandates as a reason to call off the training or game.

The fields and facilities need to be free from people who harass the women and girls. Coaches, officials, administrators and players all need to have the skills to identify things that make them feel unsafe know what they can do to solve the problem and when they need to make the call to call off the game or training due to unsafe conditions.

ALLOCATION OF FIELDS AND TIMES

It is important to ensure equality in allocation of times for use of playing/training facilities, fields and sporting equipment. This includes fair access to the best quality fields and dedicated balls and strength and conditioning equipment that is best suited to women and girls at various levels.

Liaise with women, girls and parents on ideal times and days for participation that take into account roles and lives outside of football. This may include flexible timing of programmes, playing and training times to cater for home responsibilities and childcare. Also take into consideration safety, if after dark there is provision of transport to and from the fields.

CASE STUDY

GENDER NEUTRAL FACILITIES

PAULA HANSEN | GENERAL MANAGER, WOMEN'S WORLD CUP LEGACY AND INCLUSION, NZ FOOTBALL

WHY GENDER NEUTRAL CHANGING ROOMS?

We have a particular focus around growing the female game across the country. What we know is for females who are yet to join the game, as well as retaining those already in football, we need to have gender neutral changing rooms. We can't underestimate the significance for females to actually be able to shower after a game, and to be able to do so in private.

WHAT DO GENDER NEUTRAL CHANGING ROOMS LOOK LIKE?

PRIVACY

Providing private showers and changing spaces for all players, such as individual lockable cubicles to showers, with a bench for gear to get changed afterwards.

Making sure that the areas for showering and changing are private, so people can't walk past the door and see athletes changing or showering.

If only open showers available, look to use temporary shower curtains with rails to provide privacy.

Removal of urinals.

BREAST FEEDING / BABY CHANGE

Providing a space for breastfeeding and baby changing.

"I know after having my son and I played when he was really young, I think back now if there had been a space in the changing room where I could have changed him before the game and not had to do it in the car, or on a blanket on the wheat grass, that would have been fantastic. Normalising our community to see our athletes as females, and as mothers, is so important. We need to bring our whole self, so if it means we've got to bring the children along, then let's make sure our spaces are welcoming to them too."

- Paula Hansen, NZ Football

"If we can start providing some of these gender neutral facilities, but also continue the narrative of why it's so important, then in 5-10 years all football facilities will be gender-neutral."

- Paula Hansen, NZ Football



1.6 FUNDING

RING-FENCE FUNDING FOR WOMEN AND GIRLS SPORT PARTICIPATION ACROSS THE PLAYER PATHWAY FROM GRASSROOTS TO ELITE

Funding availability was frequently mentioned during the research as a barrier to female participation. There has been a steady growth in the amount of funds available to female sport in the Pacific. Despite this growth it is still dwarfed by the allocations toward the men's game. In the most recent annual report from OFC it was highlighted that of the NZ\$25 million NZ allocated to Total Operating Expenses, only NZ\$4.4 million was allocated to women's specific activities (18%) compared to NZ\$6.5 million for men and NZ\$14m non-gender specific expenditure.

“The unequal distribution of resources for women’s football fails to generate opportunities for women and the game. While the expectations for men’s and women’s football are the same, multiple staff were engaged in coordinating men’s football events, only a few or sometimes just one staff was allocated to women’s football for the same type of event.”

– OFC Women in Leadership Research

Allocated funds should equal the resource allocation of men's and boys' football. Funding should be allocated across all areas of the football pathway including grassroots football, high performance, coaching, refereeing and administration. It is important that these funds are ring-fenced and monitored to ensure funding is being spent on advancing participation opportunities for women and girls.

1.7 COMMITTEE

SET UP A WOMEN'S COMMITTEE WITH YOUTH REPRESENTATIVES TO LISTEN TO THEIR NEEDS AND GATHER FEEDBACK ON DELIVERY

Voice and action of women and girls should be present within all sport activity. To gain understanding and be able to create meaningful action through sporting programmes and pathways creating a committee or working group who can provide insight to the needs of sport for women and girls. OFC's ALL IN Women's Football Strategy identifies the need to “create an OFC Women's Football Steering Group with representatives from every Member Organisation.” This model can be applied at the regional, national and local levels.

Women and girls' committees can be used to plan, design and feedback on the delivery of programmes and pathways. Additionally, the specific committees can assist in creating a pipeline of women leaders within the organisation ultimately contributing to the sustainability of sport.

Key steps for consideration when establishing a committee focussed on women's participation include:

- Identify and shoulder tap females include youth and young adults to provide perspective and feedback on female pathways and programs
- Ensure there is decision-making power within the committee that can have genuine influence on the game
- Allocate equal budget and resource to the development of women and girls' pathways and empower the committee to influence resource allocation and expenditure

1.8 EDUCATION

AWARENESS RAISING AND EDUCATION PROGRAMMES ON THE VALUE OF FEMALE PARTICIPATION FOR COACHES, PARENTS AND KEY GATEKEEPERS IN THE COMMUNITY

A lack of awareness was a main barrier that came through in the research with men and boys often citing gender norms and stereotypes as a main reason for gender discrimination. Evidence from the Just Play programme has shown how effective education programmes can be in changing these perceptions. For example, a 50% increase in the number of boys who thought that boys and girls should share chores when compared with attitudes prior to completing eight Just Play Sessions.

Girls playing in public settings has also been shown to be a valuable awareness raising tool in Oceania. It gets the attention of the local community, raising the profile of the women and girls and creating advocates for their rights within their community.

Along with visible participation, targeted education programmes can be delivered to sport and community stakeholders focussed on increasing awareness of the importance of women's sport in promoting gender equality including awareness among rural communities and villages on the value of sport for women and girls with examples of the benefits to personal and professional development in being involved in sport.

“The culture that we live in carries on unless adults educate themselves about this. The girl has an equal opportunity as the boy, and vice versa. A lot of parents don't even know this. A lot of parents don't even know that a girl can also play football. A lot of parents don't even understand that a girl can be a pilot. They don't understand that yet, because of the way they were brought up.”

– OFC Women in Leadership Research

Key considerations in building awareness on the value of female participation include:

- Understanding the national policy environment. A number of Pacific Island nations have adopted national sport policies that promote women and girls' participation
- Identify partners delivering existing programmes focussed on outreach and awareness such as those delivered by National Olympic Committees and consider opportunities to partner in these joint efforts
- Identify your target audience to reach with the key messages. This will include community decision makers and key 'gate keepers' that allow access to sport
- Identify influential male and female sport personalities to support campaigns and education.
- Develop and implement targeted social norm-change campaigns tailored to the specific audience at the grassroots and community level. These may include campaigns focussed on:
 - Understanding violence against women and girls in sport and alignment with safeguarding policies and practices
 - Promoting the benefits of participation for women and girls
 - Dispelling myths about women and girls participation and promoting inclusion and belonging across diverse genders, sexuality and sexual orientations

COACHING

GOAL:

Growing the number of female coaches across Oceania to provide equal opportunities for men and women in our sport.

COACHING PLAYS



“I used to train a boys’ team and I really liked that. It was difficult at the beginning because parents of the boys say, ‘Oh you have a woman’ and after when I finished my season they wanted to keep me on.”

- OFC Women in Leadership Research

As a visible female leader, female coaches enable other women and girls to see a bigger future that goes beyond the gender barriers they encounter in their communities and daily lives.¹ The presence of female coaches challenges the negative cultural messages women and girls receive about their participation in football. Having a female coach works to offset cultural and environmental barriers to participation that we see in the Pacific.²

Female coaches provide different perspectives than their male counterparts, and a wider range of perspectives adds value to organisations.⁴ For example, female coaches are perceived to have greater insight and empathy towards athletes and are able to create greater quality relationships.⁵

Both male and female coaches are critical to creating a positive experience in sport. Coaches are effective at encouraging individuals to play sport when they model attributes that are important to women, girls and the community.

Male coaches that are engaging, committed, trusted by the community and role model inclusive gender norms will encourage females to play and be more likely to lead to positive experiences in sport. Likewise, female coaches show women and girls what is possible.¹ They can share their own stories and model behaviours and norms. Women and girls can identify with and see a female coach as a mentor and role model, which in turn can help counter stereotypes and boost confidence, self-efficacy, and a sense of belonging.²



CURRENT STATE IN THE PACIFIC

There currently exists a lack of data on coaching numbers in the Pacific, however, based on coach registrations, less than 10% of football coaches in the Pacific (excluding New Zealand) are female. However, we are seeing significant growth in the number of female coaches through targeted programmes. These programmes are also showing beneficial impacts on participants. For example, the Just Play programme has taken a strategic approach to developing female coaches and in turn seen positive impacts on participant perceptions of gender norms and has created valuable pathways for employment and professional development for a number of women in the Pacific.

74% OF CHILDREN WITH FEMALE COACHES LIKE PLAYING WITH BOTH BOYS AND GIRLS IN THEIR TEAM COMPARED TO 56% OF CHILDREN WITH MALE COACHES.



Plays for growing the number of female coaches in Oceania:

2.1 EDUCATION ENSURE COACH EDUCATION IS ADAPTABLE AND VALUES DIVERSITY AND QUALITIES OF SERVANT LEADERSHIP

Different people will respond to different coaches and different methods.⁶ Research shows that qualities of nurturing, relationship building, and support are often overlooked as important attributes of an effective coach, despite being effective in coaching women and girls.⁷ We need to make sure there are coaches, male and female, who show empathy and insight towards athletes. In the future, all coaches need to be selected, trained and mentored to have skillsets that are valued by women and girls.

To achieve this, it is important coach educators consider the following:

- Review current coach education approaches for adaptability and include education on vulnerability and adapting coaching styles to fit participant needs
- Host coach education sessions that allow coaches to explore servant leader styles of coaching
- Emphasise the role of the coach in serving individuals, teams and communities

“[sport] may lead to misunderstandings among parents and not feel safe for their children to attend the program.”

– Teacher, Luganville, Vanuatu

2.2 SAFEGUARDING INCLUDE SAFEGUARDING IN COACH EDUCATION PROGRAMMES AND ENFORCE SAFEGUARDING MECHANISMS

Provision of a safe environment, both physical and emotional, is an essential aspect of sport. It is the responsibility of the coach to both develop and maintain an environment where athletes feel safe, especially when safety concerns are a leading factor in discontinuing sport participation in Oceania.

Our region features some of the highest rates of physical violence globally with reports that rates of physical and emotional violence against women and girls being higher in sporting environments – often as a way to discipline or punish those who challenge traditional gender norms. Emotional violence is most prevalent, meaning it is vital that any safeguarding programmes also target the elimination of bullying, harassment and making embarrassing or degrading comments in front of others.⁸

Introducing safeguarding into coach education can equip coaches with the tools and resources to create safe environments and protect themselves, participants, and others from physical, mental and emotional harm.

88% OF PASIFIKA WOMEN SEE HAVING AN ENABLING AND SUPPORTIVE ENVIRONMENT OF OTHER WOMEN IS ESSENTIAL TO THEIR LEADERSHIP.



Recommendations:

To promote a safe environment in sport the following actions are recommended in the training of coaches and volunteers in Oceania:

- Ensure adequate safeguarding policies and processes are in place to end violence (see chapters on Policy and Ending Violence)
- All coaches and coach educators need to be familiar with the policies and why they are in place this should include education to ensure everyone is familiar with their responsibilities in creating safe environments for all
- Develop code of conduct that supports the safeguarding policy and ensures all coaches, instructors and administrators have an understanding of acceptable behaviour
- Enforce the safeguarding policy and code of conduct with a zero-tolerance for any form of violence, harm or abuse
 - Communicate safeguarding measures publicly and ensure awareness for all participants and their parents as well as coaches and administrators

ONLY 46% OF PASIFIKA WOMEN LEADERS IN FOOTBALL FEEL THEY HAVE ACCESS TO NETWORKING OPPORTUNITIES.



2.3 STRATEGY

DEVELOP AND DELIVER STRATEGIES FOR FEMALE COACH RECRUITMENT

There are a number of proven strategies sports can use to grow the number of female coaches. This includes identifying women in the existing sporting pathway and recommending to players, family, community members to engage in coaching pathways, engaging with networks to identify potential future coaches, and providing ongoing support and mentorship to coaches to retain them.

IDENTIFY WOMEN TO SHOULDER TAP INTO COACHING PROGRAMS INCLUDING COACH EDUCATORS

Identifying women already involved in sport has been shown to be a successful recruitment mechanism. This may include engaging with community groups or children's programmes and discussing opportunities in coaching and skill development with women present. Women identified then need to be mentored through the process of developing coaching skills, and taking on coaching roles within their community, or region.¹⁹

33% OF WOMEN COACHES WERE VOUGHED FOR IN THE RECRUITMENT PROCESS.³



TAKE ADVANTAGE OF GLOBAL AND REGIONAL PROGRAMMES FOR FEMALE COACH DEVELOPMENT

A number of organisations deliver targeted programmes to support female coaching for example the FIFA Coach Education Scholarship programme in 2022 saw four female coaches from Oceania, Tessa Nicol (New Zealand), Alana Gunn (New Zealand), Annalie Longo (New Zealand) and Margaret Aka (Papua New Guinea) selected among 47 female coaches from across 27 Member Associations globally.¹⁰

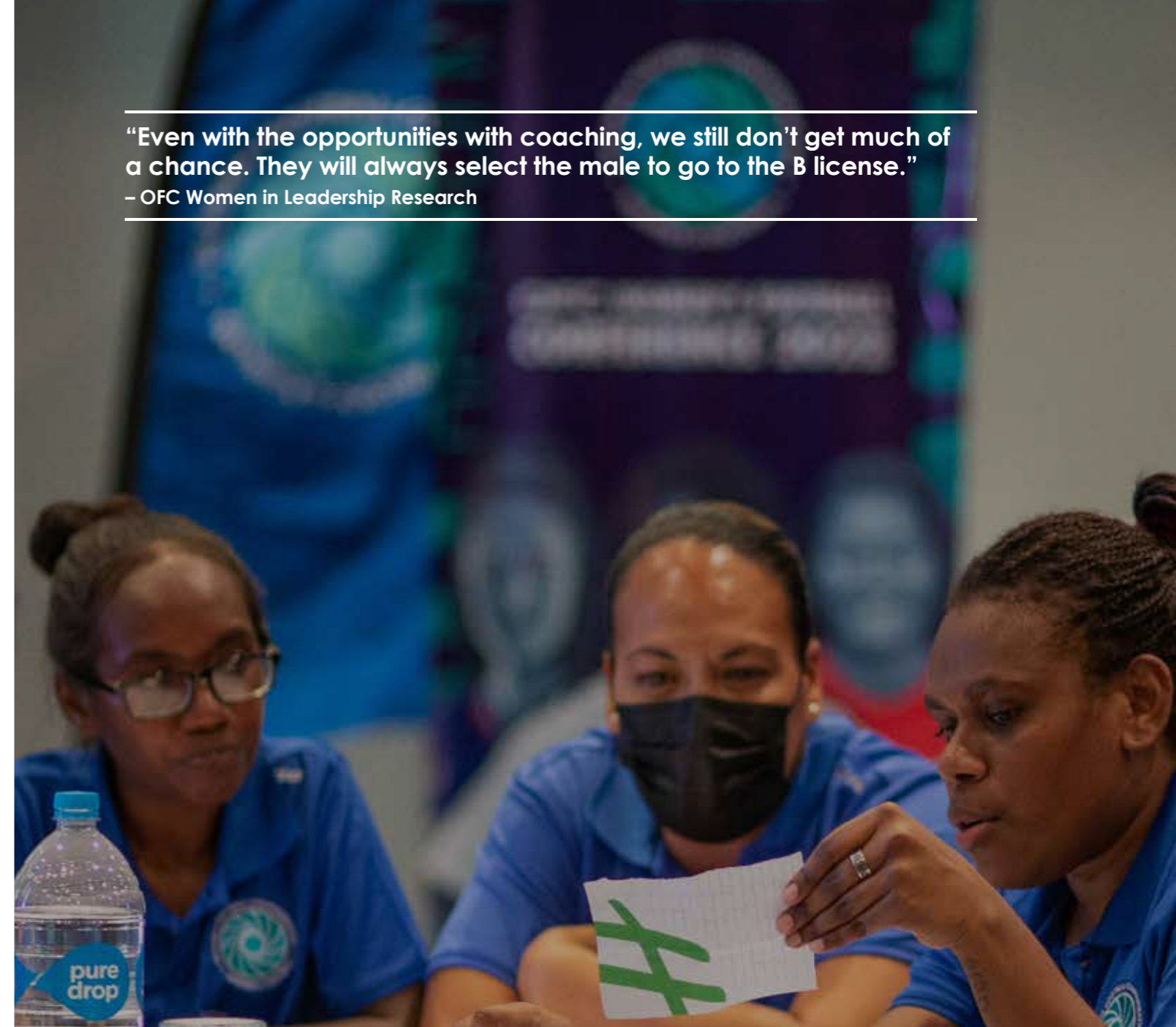
The objectives of the FIFA Coach Education Scholarship Programme are:

- Educate and inspire female players and coaches to ensure long careers
- Create easier pathways for players to gain qualifications and increase their opportunities to obtain employment in coaching
- Increase the number of qualified female coaches working in the game

OFC Women's Football Manager, Emma Evans said of the programme "the extra support for these coaches ensures there are no financial barriers to attend courses, especially when female coaches in the Pacific are often in unpaid positions, even at the highest level." The added mentorship and network support formed through this programme is an added benefit in the development of coaches on programmes like these.

"Even with the opportunities with coaching, we still don't get much of a chance. They will always select the male to go to the B license."

– OFC Women in Leadership Research



FACILITATING DEVELOPMENT OF A (FEMALE) COACH NETWORK

The establishment of an informal peer support network of women involved in football coaching within the Pacific region (community and high performance) can provide collegial support and insight to other coaches. Importantly it creates spaces to discuss challenges such as how to navigate the organisational environment and coaching landscape, as well as providing opportunities for informal development and tracking career progression.^{4,11}

There are some benefits if this network is made up of people who identify as the same gender or people of the opposite gender who advocate for them. This creates a safe place for coaches to interact with other like-minded coaches for friendship, networking, support, career advice, mentorship, counselling, and help in navigating a male-dominated environment.⁴

Nadia Malifa, Women's Football Coordinator at the Football Federation Samoa best summed up the benefits of creating a female only support network when she said "Those involved in the Women's Coaching Network experience big changes in their clubs. They're more comfortable leading their training, they feel comfortable conversing with other coaches and sharing their coaching experiences."



CASE STUDY

NADIA MALIFA

WOMEN'S FOOTBALL COORDINATOR, FOOTBALL FEDERATION SAMOA

IMPORTANCE OF GENDER EQUALITY

Gender equality is very important here in Samoa. I've experienced this through the football programmes we run within schools and the community. In villages they don't recognise women and girls' talent through sport. Boys think that girls can't play and they will slow them down when playing together. Girls don't feel comfortable playing with the boys, as they look down on them and believe that they stay at home to do chores and help with family and church duties.

WOMEN AND GIRLS COACHING

We need strong support from clubs to create more programmes within their clubs to help girls to attend training regularly. I've experienced this as a challenge when showing up for training sessions where a small number, but different, girls turned up every day.

WOMEN'S COACHING NETWORK

We created this network to keep our female coaches active, and to support them whilst they follow the coaching pathway. Our aim is to provide more coaching opportunities for women and to help the development of women's football in Samoa.

We came up with the idea of the Women's Coaching Network because at the time we really needed additional women's coaching support to help carry out our school and community programmes.



DEVELOPMENT OF SAMOA WOMEN'S COACHING NETWORK

Some of the steps taken to develop the Women's Coaching Network are:

Recruitment of new female coaches

We prioritise female coaches actively coaching grassroots teams.

Provide female coaches' workshops

We run twice-weekly female coaches' workshops that support coaches as they progress through the coaching pathway. We assist them with creating session plans and observe practical sessions.

Collect important information

We use this network to collect important information regularly, such as the number of girls participating in football. We explain the purpose of understanding the number of female participants.

Maintenance

We keep the female coaches involved in women's programmes and ensure they are eligible to sit future coaching courses.

2.4 DEVELOPMENT ESTABLISH OPPORTUNITIES FOR COACH DEVELOPMENT THROUGH WOMEN COACH EDUCATORS, AND CO-COACHING

By investing in coaches the organisation builds a pathway for coaches to become knowledgeable and dynamic, furthering the opportunities for women and their long-term career in sports. There are opportunities for sport to capacity build and provide support for women coaches. In many instances women coaches have sought out the support of a mentor or advocate who provides specific advice on their coaching engaging in mentorship for their development. Two strategic options can sit alongside the standard coaching pathway:

CO-COACHING

If female coaches are difficult to find within the community, look to build pathways for women and girls within the teams to become coaches.¹ Research suggests that current and former athletes, as well as teachers and parents, are more likely to become coaches than any other population.¹² Encourage women and girl players to consider coaching by providing opportunities for them to try coaching at their practices, or through clinics.⁴ Consider allowing for a co-coaching approach to provide experience and gain confidence for future coaching opportunities.⁴

FEMALE COACH EDUCATORS AND WOMEN-ONLY COURSES

The provision of both female coach educators, and women-only coach education programmes helps to develop female coaches in a more accommodating and encouraging environment, in which they are not afraid to learn and have the opportunity to take the lead.^{5,13} The increase in female coach educators facilitating courses is seen as an effective way to create a positive and comfortable environment, in which women can increase their coaching competence and confidence^{12,13} while also helping to challenge harmful behaviours such as the use of derogatory language sometimes prevalent in male-led courses.⁶

64% OF WOMEN COACHES AND REFEREES WITHIN OCEANIA SAY THEY HAVE HAD AN ADVOCATE OR MENTOR.

SOLOMON ISLANDS FOOTBALL FEDERATION - WOMEN'S COACHING COURSES

2017 saw the delivery of women's only coaching courses in the Solomon Island's Malaita Province Led by Malaita Province Sports Coordinator Eddie Omokirio. Omokirio, the former Solomon Islands beach soccer national team coach and vice-president of the Solomon Islands Football Federation, hoped to see the programme create more opportunities for women and girls in the Solomon Islands' football community.

- 30 youth women students participation in coaching course
- Support from Malaita Provincial Government sports division

2.5 VISIBILITY ENABLE VISIBILITY OF FEMALE COACHES TO INSPIRE FUTURE GENERATIONS

By increasing the visibility of female coaches can act to inspire other women and girls to perceive coaching as an achievable avenue and potential profession.^{4,6,13} An increase in visibility of women coaching or leading activities, can also help to change community mindsets about gender roles.¹

"You can't be what you can't see."

- OFC Women in Leadership Research

Profiling high-performance female coaches through communication and promotional activities, can act to inspire women and girls to perceive football coaching as an achievable avenue and potential profession.



"Going forward I will need more female coaches to help me [grow the women's game] and also continue to create awareness that girls can play football and break the bias with the boys because it might stop those skilful talented girls from playing and spoil their dream in football."

- Women's Football Development Officer

LEADERSHIP

Evidence suggests that a greater number of women in leadership positions positively impacts on an organisation's performance¹ and has a significantly positive impact on female participation rates.² Women leaders do not only represent valuable economic, political and social resources, but also shape the way for other women. In the Pacific Islands, there have been recent positive trends in the number of women moving to senior leadership roles, and investment into women's leadership in sport is increasing^{1,2} however, inequalities still exist.³

"The impact of an organisation's success can be dramatic when an appointment brings in a broader perspective and different life experience."²

- Farrier & Co

In June 2018 Sport New Zealand announced that they would be working with partners to meet a minimum requirement of 40% self-identified females on boards by December 2021. In talking about the New Zealand Women and Girls Sport and Active Recreation Strategy, Sport New Zealand Chief Executive Raelene Castle said, "it's population representative - we have men and women play sport - so it's important that those female voices are represented on sports boards... Organisations with great level of diversity perform better, so when you add those two things together it becomes a no-brainer."⁴

"If you embrace gender equality in the administrative and decision-making body, it is really much easier to grow the sport within the female community because you have decision-making females."

- Asia Rugby President, Qais Al-Dhalai⁵



GOAL:

Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in sport in Oceania.

LEADERSHIP PLAYS



CURRENT STATE IN THE PACIFIC

In the Pacific, there have been recent positive trends in the number of women moving to senior leadership roles across sectors with specific policy action at the national and regional level acknowledging the need for more women in decision making positions.

PACIFIC LEADERS GENDER EQUALITY DECLARATION (2016)

Leaders commit to implement national policy actions to progress gender equality including:

- Adopt measures to accelerate women’s full and equal participation in governance reform at all levels and women’s leadership in all decision making. Measures can include temporary special measures (such as legislation to establish reserved seats for women and political party reforms)
- Advocate for increased representation of women in private sector and local level governance boards and committees (e.g. school boards and produce market committees)

Sport has seen similar positive trends with proactive programmes and investment into women’s leadership in sport increasing.¹⁷ Research coming out of the University of the South Pacific and Commonwealth Secretariat estimates around 31% of executives of national sport federations in Fiji are female. This far exceeds the global sport average.²¹

Regional sports that have adopted targets and taken specific actions to address gender inequality in leadership have reported positive results. For example, the Oceania National Olympic Committee which achieved 100%

gender balance in executive board membership and Oceania IOC Membership in the ONOC 2021 Gender Balance Scorecard.⁸ When referring to this success, ONOC President Dr. Robin Mitchell said “ONOC will always be only as good as, and inclusive as, and dynamic as its Members and Executive body make it – in terms of Gender Balance and the score is very positive. However, Gender Balance alone is not enough. This is why we will pay attention to the finer technical details that will ensure that women in sport leadership have their perspectives heard and that this is also applied to every decision made and issue discussed.”²²



“Female participation in rugby league has nearly tripled since 2016. 50% of our internal staff and 60% of our executive team identify as female, and we are encouraged by growing female representation across our grassroots sporting committees...However, we are not there yet. We remain committed to continuing to work towards greater diversity and representation across all levels of the game.”⁹

– NZ Rugby League Chair, Hugh Martyn

New Zealand Rugby League reported that their increased diversity on their board “strengthens decision making by bringing greater perspective and representation to the table.”



92% OF WOMEN FOOTBALL LEADERS SAY THE LACK OF GENDER DIVERSITY IN LEADERSHIP IS A BARRIER TO EXPERIENCES IN FOOTBALL.

FIFA: DID YOU KNOW?

- 58** ASSOCIATIONS HAVE LESS THAN 10% WOMEN ON THEIR COUNCIL
- 8** ASSOCIATIONS HAVE MORE THAN 30% WOMEN ON THEIR COUNCIL
- 3** ASSOCIATIONS HAVE A FEMALE PRESIDENT
- 16** ASSOCIATIONS HAVE A FEMALE GENERAL SECRETARY

PLAYS TO ENSURE WOMEN'S FULL AND EFFECTIVE PARTICIPATION AND EQUAL OPPORTUNITIES FOR LEADERSHIP AT ALL LEVELS OF DECISION-MAKING IN SPORT IN OCEANIA

3.1 COMMITMENT

MAKE ORGANISATIONAL COMMITMENTS TO GENDER EQUALITY IN LEADERSHIP REPRESENTATION INCLUDING REVIEWING CONSTITUTIONAL DOCUMENTS TO ENSURE WOMEN'S FULL AND EFFECTIVE PARTICIPATION AND EQUAL OPPORTUNITIES FOR LEADERSHIP AND THAT THEY PROMOTE EQUALITY AND NON-DISCRIMINATION

Organisational culture change is necessary for further progress in driving gender equality. This requires sport organisations to review structures, processes, and policies to ensure they are not reinforcing barriers. They need to reassess the prevailing culture and attitudes, and how they might be impacting the experiences and perceptions of women regarding leadership competencies. While buy-in at the highest level of organisations is essential, having employees at all levels invested in the issue of gender equality is a determinant for success.¹⁰

Sport organisations can review structures, processes, and policies to ensure they are not reinforcing barriers. They need to reassess the prevailing culture and attitudes, and how they might be impacting the experiences and perceptions of women regarding leadership competencies.

8 KEY STEPS ARE RECOMMENDED TO IMPROVE FEMALE BOARD REPRESENTATION:

1. Discuss at board level

Start a conversation about your current representation, and discuss the case for change.

2. Review the constitution

Identify any restrictive rules that might create obstacles to attracting and appointing women.

3. Review the competency requirements

Think about the breadth of skill and knowledge that you need on your board.

4. Seek and invite female candidates

Cast the net wide to identify and attract quality female candidates.

5. Run the selection process

Make sure your process is free of bias and fair to everyone.

6. Welcome to the new members

Create a positive early experience so the benefits of new talent can be harnessed from the outset.

7. Maintain a positive environment

Involve female board members fully in all aspects of the board's work.

8. Prepare for the future

Create a healthy pipeline of women candidates to draw from in the future.

“O le ala le pule o le tautau” – Samoan Proverb

“The pathway to leadership is through service”

EMBRACING A CULTURE OF SERVANT LEADERSHIP

The use of ‘servant leadership’ has the potential to advance leadership in sport development organisations and programmes. It is a communal style of leadership that puts helping and developing other first. It differs from notion of a single leader and emphasises the sharing of power.¹¹

This caring and people-focussed style of leadership helps to empower other leaders and promote a collective approach.¹¹ Servant leaders achieve organisational goals while prioritising their community and empowering people on their team.

“I like to be collaborative and empowering. I like to bring people along with me and it’s not about me. I guess my leadership is about giving others the confidence or the space to really step forward into their role as a leader. Creating space to allow other people to lead around me as well.”¹²

- OFC Study Participant

CONSIDER THE USE OF QUOTAS TO ENSURE GROWTH IN FEMALE BOARD REPRESENTATION

Quotas (i.e., 40% female representation on boards) can be used as a mechanism to ensure gender equality within governance and leadership of sport. Additional organisational approaches can be taken that prioritise gender equality with conscious gender and governance actions to demonstrate a top-down commitment to gender equality. A sport organisation must be committed to raising awareness and advocacy for women’s leadership, as well as in practice reflected in their recruitment processes and further plans to challenge stereotypes.

“I don’t feel like we can have [diversity] as a value when our exco is currently made up [mostly all men], that is not diversity. I don’t feel like the organisation truly values that until there’s change made in our structure and [having] women in senior leadership. There’s not diversity and leadership or governance.”¹²

- OFC Women in Leadership Research

SPORT NEW ZEALAND GENDER TARGETS FOR SPORT ORGANISATIONS

In June 2018 Sport New Zealand announced that they would be working with partners to meet a minimum requirement of 40% self-identified females on boards by December 2021. This is now a formal condition of investment for Sport NZ. In 2021 91% of sports in New Zealand had met this requirement. Sport NZ Chief Executive Raelene Castle says the organisation is grateful for the way the sector has supported the initiative and worked hard to make positive change.

“This initiative has proven that if targets are introduced in the right way, and the right support is given to organisations to achieve them, they can be incredibly successful. It is so important that all boards right throughout our sector reflect the community they serve. Better decisions are made when there are more diverse voices in the room.”

As sporting demographics change some sports have been forced to make drastic changes to their governance structure to remain representative. For example, women’s rugby has seen significant increases in participation rates (as much as 60% growth in the women’s game from 2013 – 2019). Responding to this, World Rugby added 17 seats to its 32 seat Council (the sport’s decision-making body) with all positions being filled by female representatives. This was accompanied with guidance to its national organisations for reviewing their governance structure. These reforms were reported to result in a 22% year-on-year increase in female representation on boards globally.

ENSURE WOMEN LEADERS ARE BOTH SEEN AND HEARD

It should be noted, however, that while quota's increase accountability and representation, they fail to tackle underlying issues of discrimination and marginalisation of women in leadership positions. Research shows that a majority of women in leadership felt they had been ignored or had to prove themselves more due to being female. Research in Oceania supported this with women leaders noting the need to work extra hard to prove yourself, or that they were being appointed merely to meet quota requirements.¹⁸

“Men say you can do it, but they won’t give you an opportunity to prove that. So, I think one of the challenges for us women, we always need to prove that we can do it.”¹²

- OFC Women in Leadership Research

It is critical that women leaders are given responsibility and provided the opportunity to contribute to discussion and development of sport. Only then will the benefits of having representative and diverse leadership be realised.

“Sometimes you can feel that [you’re] a flower. We have high profile women there also but they’re sitting down on the grass...you’re just there standing there to tick off the boxes that okay, there’s the women represented here. But at the end it’s only the man giving out the prizes.”¹²

- OFC Women in Leadership Research

3.2 PIPELINE CREATION OF LEADERSHIP PIPELINES FOR WOMEN AND GIRLS IN SPORT IN OCEANIA

In 2019 the IOC outlined its headline objective of having equal representation of women and men on its executive board and in the composition of its vice presidents by 2024. This is despite having just 13 out of 206 (6.3%) presidents of National Olympic Committees as female that same year. Research into this “longstanding challenge in identifying and recruiting women” has suggested the fault may lie in the systematic lack of attention being applied to “creating a sustainable pipeline of leadership talent.”¹⁸

Through our desk review and regional research a few key strategies stood out for consideration in developing the leadership pipeline for women and girls in Oceania:

1. Develop an effective recruitment and retention strategies focussed on attracting diverse talent into sport administration and leadership
2. Including partnerships with education institutions such as the University of the South Pacific and Oceania Sport Education Programme (OSEP) to identify talent and develop course certifications linked to opportunities for employment in the sport sector
3. Provide youth leadership opportunities and work experience in sport. This might include creation of youth subcommittees that can provide a voice or strategic direction on youth women’s sport or creation of youth seats or observer seats on boards
4. Create programmes to enhance leadership development (covered in the Play below “Investment in female leadership development”)
5. Create space at the table for women including seats at the board level

3.3 INVESTMENT INVESTMENT IN FEMALE LEADERSHIP DEVELOPMENT

Survey and interviews with women in sport across Oceania revealed a near-universal request for further training and support on the leadership journey. This included mention of training focussed on specific elements such as:

- Leadership and management skill development
- Career coaching and guidance
- Understanding political and governance structures of sport
- Networking support and building strong relationships

90% OF PASIFIKA WOMEN FEEL LEADERSHIP TRAINING WOULD BE HELPFUL ON THEIR LEADERSHIP JOURNEY.

— OFC WOMEN IN LEADERSHIP RESEARCH



It was also acknowledged that there are a number of programmes currently operating in Oceania. There is an opportunity for collaboration and synergy here as leadership skill is not sport-specific but universally required across all sports. Consideration also needs to be given to what happens after the training and ensuring that graduates of any programme are given opportunities to put the learnings into action inked to the leadership pipeline.

Leadership programmes should also be aligned with and embedded in the local cultures of Oceania rather than utilising existing programmes from other nations. Research by OFC found 100% of women interviewed viewed their cultural identity as a key determinant of their leadership approach. This is supported by academic research showing that embracing cultural narratives, stories and values as enhancing leadership, well-being and sense of belonging in team sport environments.¹⁹

100% OF PASIFIKA WOMEN SAY THAT CULTURAL IDENTITY IS A KEY DETERMINANT OF THEIR LEADERSHIP APPROACH.¹²

— OFC WOMEN IN LEADERSHIP RESEARCH



CASE STUDY

THE JUST PLAY PROGRAMME

The Just Play programme is impacting and enhancing life-experiences of children, adolescents and communities through a structured, sport-based curriculum. It is a community Sport for Development programme created by Oceania Football Confederation to improve the lives of children and adolescents aged 6-16 through football. The Just Play Programme reaches over 20,000 children throughout the Pacific annually, with almost 400,000 children reached since 2009.

Addressing gender inequality in the Pacific has always been a key element of the programme design for Just Play. This has included proactive approaches to building capacity of female leaders and developing a long-term pipeline and career pathways for women in the community.

Key features in the design of Just Play for promoting female leadership include:

- Promoting women leaders and investing in the capacity of national managers
- Establishing a pipeline of women leaders and creating a visible career pathway through the programme from volunteers up to management
- Ensuring a culture of safeguarding through establishing policies, codes of conduct and delivering training and awareness raising festivals
- Building awareness and changing attitudes of children and promoting them as advocates for change in their community

Outcomes in the Development of Women Leaders:

- 7 full time national Social Responsibility Manager positions filled by women who have come through the Just Play programme
- Many other female managers going on to further employment across Oceania after Just Play capacity building
- 60% of programme coaches are female
- 50% participation rates by boys and girls
- 20% increase in the number of boys reporting that they enjoy playing with girls
- 20% in the number of boys who enjoy having a female coach after taking part in the Just Play programme



“We’ve also seen a huge amount of females come through the [Just Play] program just starting as volunteers within their communities. And even some teachers within the schools, but it’s provided that pathway for them to, to further develop themselves. There’s been a huge amount of capacity building within our region for that”
 – Michelle Paiti, Social Responsibility Technical Consultant.

CASE STUDY

ONOC EQUITY COMMISSION (ECO)

“WOMEN AND GIRLS EMPOWERED THROUGH SPORT”

MISSION

To strengthen the capacity, capability and equality of women and girls in sport through:

- Effective Leadership and Management
- Education and training
- Promotion of Gender Equity and Diversity
- Communication, Advocacy and Promotion

WORKING WITH WOMEN AND GIRLS IN THE LEADERSHIP SPACE

As an “umbrella” organisation the ONOC ECO worked initially with the individual National Olympic Committee’s (NOC) Women and Sport Committees in the Oceania region, often addressing their specific needs such as development of a Strategic Plan, management of teams for regional and international Games, Project Management and sharing “best practice” initiatives.

By 2017 there was increased awareness across the Pacific of the value women were bringing to leadership roles within their NOCs and sports. Accordingly, the ONOC ECO decided to take a targeted approach to leadership going forward, and also invite men to join the Commission membership.

The role of the ONOC ECO programs in working towards gender equality is to:

- Provide leadership to NOC Women & Sport/Equity Committees
- Train young women to gain skills and confidence
- Share the Olympic Values
- Support female athletes to achieve success
- Acknowledge and engage men in contributing to the vision
- Share information and successful initiatives



STEPS TO DESIGNING THE LEADERSHIP PROGRAM

ECO LEADERSHIP, EQUITY AND DIVERSITY WORKSHOPS 2018

PURPOSE

To continue the empowerment of the men and women of Oceania working together in making real change towards gender equity in their communities.

STEP 1 - #STEPPING UP

In 2018 all Oceania NOCs were invited by the ECO Chair to one of three sub-regional workshops (Polynesia – Apia; Melanesia – Port Moresby; or Micronesia – Guam) with one male and one female participant. These workshops were independently facilitated, identical in format, but quite varied in their presentation reflective of the diversity in culture across the Pacific.

STEP 2 - #LEANING IN

In 2019, participants who had demonstrated leadership potential from the workshops were invited to a two-day session in Nadi, Fiji. This workshop saw 10 men and 13 women from 15 NOCs (100 percent), as well as the ECO Executive, engaged in dynamic and thought-provoking conversations addressing unconscious bias, leadership opportunities for women, challenges faced, communication strategies and safe sport for all.

STEP 3 – #STAYING FOCUSED

In 2020, to support and encourage these participants in sharing their learnings and advocating for change further work using virtual workshops with the Fiji participants of 2019 as a “Master Class”. The workshop built on the skill set from Steps 1 and 2.

With the theme #Stayingfocused separate workshops for men and women were held via Zoom in March and April 2021 and aligned to the IOC hashtags:

stay active – taking action, not waiting

stay healthy – creating healthy and safe environments

stay strong – showing courage, strength of character, “its up to me and us”

A follow-up Zoom seminar was conducted with the Master Class participants in November 2021 and plans made to include them in the IWG Conference of November 2022 (originally May 2022).

LEADERSHIP PROGRAM OUTCOMES

Overall, the participants displayed increased confidence to plan initiatives and make a difference within their respective communities. The unconscious bias sessions made a significant impact, especially with the men who were enthusiastic and committed – becoming our “Male Champions of Change”.

Individually, several participants have nominated for leadership positions in their sport, NOC or National Parliament. At the Tokyo 2020 Olympics, 41 percent women held the position of Chef d’Mission. All Oceania NOCs have women on their Executive Boards with 77 percent above 30 percent representation.

3.4 MEN'S PROGRAMME ENGAGE MEN IN GENDER INCLUSION PROGRAMMES ACROSS THE PACIFIC

Change happens when we all work together. Creating more and better opportunities for women to lead requires us to address the power dynamic between genders. Many organisations miss the mark on gender equity efforts by focusing gender initiatives solely on women. This reinforces the perception that gender inequality are women's issues, effectively telling men they don't need to be involved.¹³

92% OF WOMEN IN FOOTBALL LEADERSHIP SAY THEY EXPERIENCED MALE COLLEAGUES' VALUES AND BELIEFS AS A BARRIER TO THEIR EXPERIENCE IN FOOTBALL.¹²



Solutions must take into consideration key community members and stakeholders in a women's leadership journey. Men are not only holding positions and claiming the space that enables women's leadership, but they are also reinforcing cultural practices that challenge advances in women's leadership. Therefore, it is important to turn to men when we address embedded gender relations that are based on gendered beliefs and practices.

"I was blessed to have the support of my manager who was a male, there are some males that support women in organisation, a male leader empowering a woman [and] giving opportunities for women. He gave me opportunities. He trained me. He also a good listener, he's supportive, in terms of empowering myself giving me opportunities to learn to share my ideas without judgment. That really helped me with my leadership because at times you feel overwhelmed [at] work...he will tell you off and in a very constructive, respectful way... he fights for you. We get it from him. I think they're the only thing we hear from him is that fighting spirit. You can do it. Not in a high-minded way, but in a way that you express your ideas and your opinions in a respectful way."¹²

- OFC Women in Leadership Research

Leadership programmes that engage men as well as women have been shown to be up to three times as effective as those that only engage women. Therefore, it is essential that we deliver gender inclusion programmes that educate men on the value of female inclusion and leadership and strategies for supporting female leadership development. Key areas for training and education of men include:

- Understanding gender inequality and its impacts
- Training on the benefits of diversity and inclusion
- Understanding unconscious bias
- Identifying how to support gender equality

HOW MEN CAN SUPPORT GENDER EQUALITY¹⁵

1. SPEAK UP

Question policies and practices that limit girls' and women's participation and leadership in sport and physical activity. Speak up around equitable access for females around programs, facilities, coaching, leadership opportunities, media and equipment.

2. CELEBRATE FEMALE ATHLETES

Celebrate the women's game by attending female events and introducing others to the sports. Whether it be professional or a local match. Attend a match in person or tune in on TV or your local streaming service to encourage further broadcasting.

3. MENTOR

Include females in meetings and events that will increase their capability, expand on their contact networks and give them the required skills to go further within the sporting landscape. Share with others how you have experienced female being held back and how involvement may be limited.

4. COMMUNICATE OPPORTUNITIES

Share information about upcoming training events, funding opportunities, and all resources to ensure females are aware of ways to advance their career, secure financial resources for an important project, and are up to date with advancements in the field. Be aware and use funds that are dedicated to support females in sport.

5. EDUCATE YOURSELF AND OTHERS

Know the facts about the barriers females confront, and their experiences as participants and leaders.

DAVID FIRISUA

DEVELOPMENT MANAGER, FIFA REGIONAL DEVELOPMENT OFFICE (OCEANIA)

For me, being a male ally means a greater awareness of the persisting barriers and stereotypes (real and perceived), moving beyond the behaviours of self-regulation of prejudices towards marginalised others (i.e. women in the workplace) and actively engaging in behaviour that supports social justice and an equitable distribution of support mechanisms and opportunities for women.



"Men can play a critical role in becoming change-agents in eliminating Stereotypes in the workplace and undergoing gender meanings to Behaviours or tasks at the operational and governance levels of any Football organisation."

- David Firisua, FIFA Oceania Regional Office

3.5 NETWORK

DEVELOPMENT OF NETWORKS OF ADVOCATES TO SHARE EXPERIENCES AND VISIBLY CHAMPION FOR CHANGE

When there is a network of committed people from a range of backgrounds who have a shared commitment to gender equality, they can support one another to overcome potential barriers and remain accountable to their commitments. Advocates of gender equality can assist in opening doors, shoulder tapping and providing valuable feedback in support of individuals' leadership journey.

A network of male allies across Oceania would be valuable approach to demonstrate a collective commitment to gender equality and make clear the collective responsibility to address inequality in all aspects of sport. It is important that any network is visible and creating a communication platform in order to influence the narrative around gender equality in sport and to put forward advocates as useful contact points for anyone seeking mentorship or further support on this issue.

Any network is recommended to have a clear objective and work on projects to advance equality through regular formal and informal meetings to discuss issues experienced within the sport setting related to gender equality.

85% OF WOMEN IDENTIFIED HAVING AN ADVOCATE OR MENTOR AS AN ENABLER TO LEADERSHIP IN FOOTBALL.



“Members are committed to using their influence to step up beside women to deliver change in gender equality. They regularly make time to listen and learn from their people, experts in gender equality and other leaders driving change. They commit to meeting with each other formally on a quarterly basis, as well as supporting each other informally on a range of ad-hoc issues throughout the year”¹⁶

- Champions of Change Coalition

CHAMPIONS OF CHANGE COALITION ¹⁷

The champions of change coalition established the sport group in 2015 includes 19 members from national sport organisations and leaders of some of Australia's largest and most successful sporting clubs. CEO's from national sporting organisations are members of the champions of change coalition sport group who have made the commitment to shifting the dial for women athletes, governance leaders and administrators. The group focus their commitment to gender equality across three priority areas:

- to advance more women into leadership roles;
- develop more inclusive sporting cultures; and
- pay equity for athletes.

64.7% OF CHAMPIONS OF CHANGE COALITION SPORT GROUP MEMBERS ACHIEVED OR MOVED CLOSER TO GENDER BALANCE ACROSS LEADERSHIP.

“Members work within and across their sports to advance gender equality, leveraging the unparalleled influence and power sport has in this country to shift cultures and mindsets. The Group's priorities include advancing more women into leadership positions; developing more inclusive sporting cultures; and pay equity for athletes.”

KEY PLAYS

MEDIA AND VISIBILITY

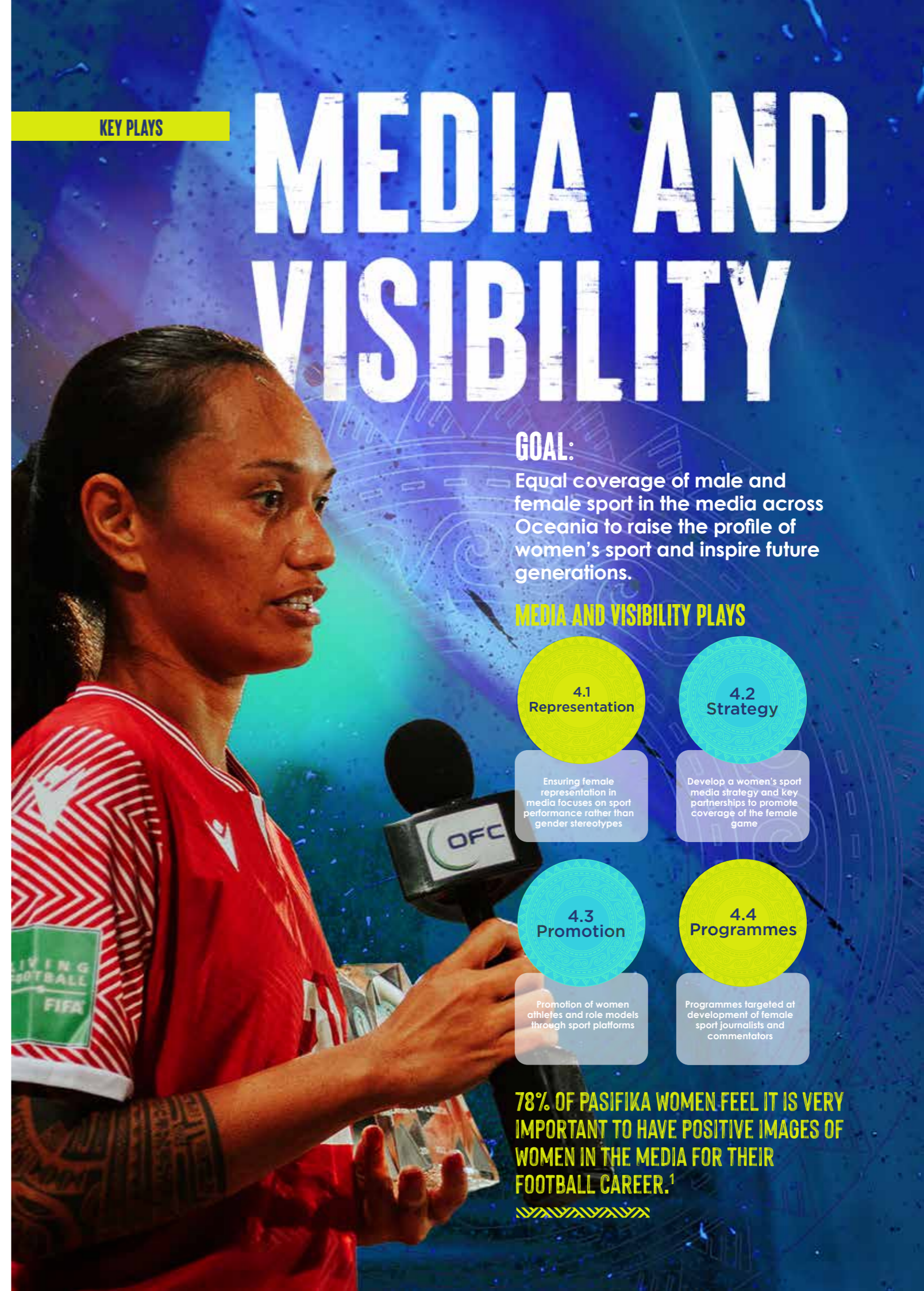
GOAL:

Equal coverage of male and female sport in the media across Oceania to raise the profile of women's sport and inspire future generations.

MEDIA AND VISIBILITY PLAYS



78% OF PASIFIKA WOMEN FEEL IT IS VERY IMPORTANT TO HAVE POSITIVE IMAGES OF WOMEN IN THE MEDIA FOR THEIR FOOTBALL CAREER.¹



CHAPTER 4: MEDIA & VISIBILITY

Despite the steady increase in volume and quality of women's football in the past decade, women's teams and athletes continue to be underrepresented across all platforms of media.^{2,3} Increasing the representation of sportswomen in media, together with women involved in the production of sport-related media, has positive implications for the visibility of women's sport.⁴ Increasing the visibility of women's sport can have a positive impact on participation and increased investment. By looking at women's sport without bias, and putting the right strategies and investment into it, the media, both internal and external, can play a big part in the growth of women's game within the Pacific region.⁵

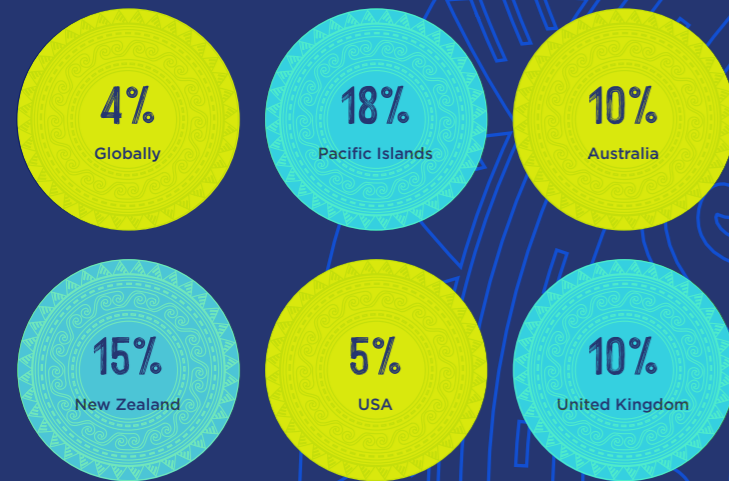
37% OF INDIVIDUALS WHO DO NOT FOLLOW WOMEN'S FOOTBALL CITE LACK OF MEDIA COVERAGE AS A KEY BARRIER.⁶

CURRENT STATE IN THE PACIFIC:

Research by OFC in 2022 has showed the following:

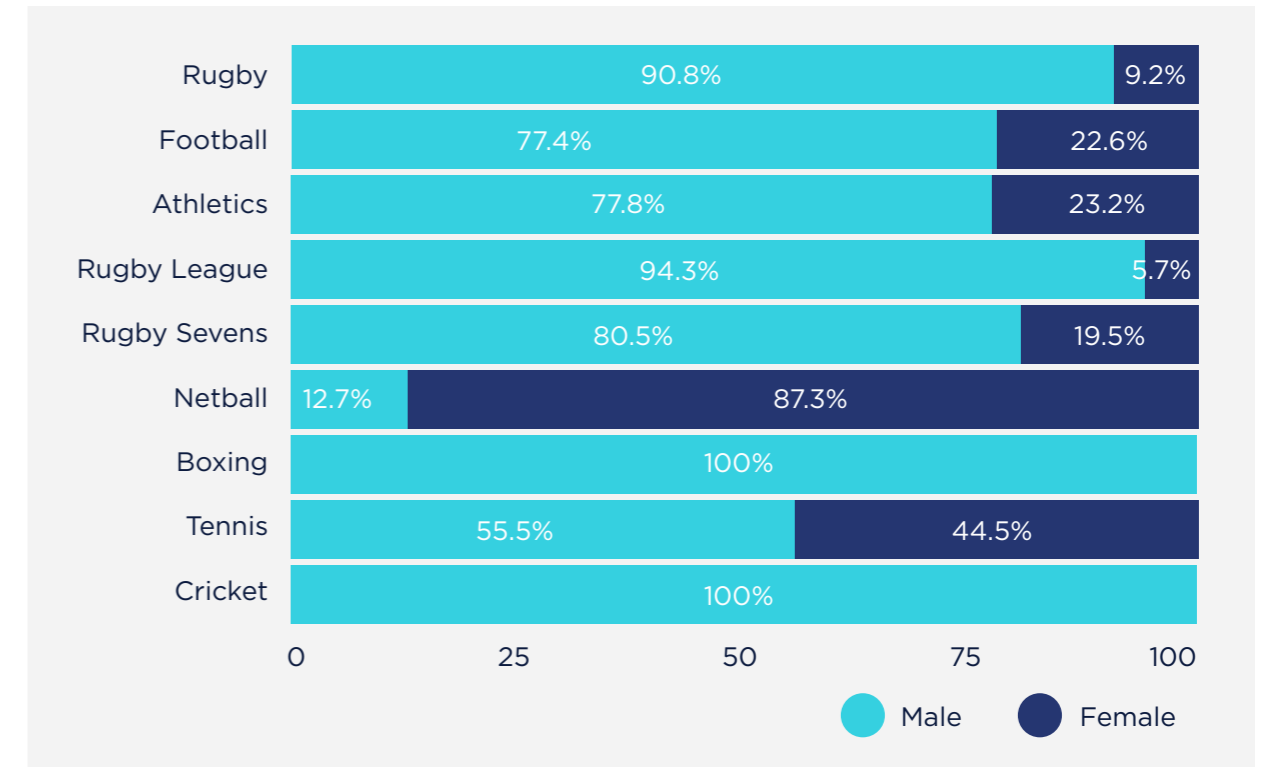
- Women's sport makes up 18% of all sports news coverage within the Pacific, well above the estimated global average of 4 percent.
- 22.6 % of football coverage in the Pacific was on the women's game, with the majority taking place during the OFC Women's Nation's Cup in Fiji in 2022.
- Within the Pacific, 53.4 percent of sports journalists are female. This represents gender equality and is well above the global average of 12 percent.

PERCENTAGE OF SPORTS COVERAGE ON WOMEN^{5,7}



The Pacific region outperforms global averages in all areas, however, there is room for growth both in terms of the overall quantity of sport-media in Oceania, and in terms of growing the amount of coverage specifically allocated to female sport.

GENDER BALANCE BY SPORT IN THE PACIFIC⁸



Along with the total coverage, it is also important to consider how these athletes are being covered, and whether there are any recurring biases in comparison to the coverage of men. Sports communicators and content creators, set the tone as to how female sports people and teams are pictured, presented, described, and talked about.⁹

OFC FOOTBALL MEDIA ANALYSIS

The majority of imagery of female footballers within the Pacific sports media was taken within a sport environment. The sport environment includes on the field of play, participating in sport, or passive images on the field of play (e.g. team photos on the field). A vast number of these images were of female athletes in action.

- 77.7% of female football images are taken within the sport environment**
- 36.8% of female football images are in active poses**

Of all the articles on female sport, no articles evaluated the physical attributes of the female athlete/s. Rather they celebrated the athlete's performance and achievements. Similarly, there was little use of common indicators that are detrimental to women's sport coverage such as reinforcing negative gender stereotypes and norms.

- 22.3 percent of female football articles included athletes speaking on their own performance**
- 10.7 percent of female football articles refer to an athlete's role outside of sport**

PLAYS TO PROMOTE EQUAL COVERAGE OF MALE AND FEMALE SPORT IN THE MEDIA ACROSS OCEANIA TO RAISE THE PROFILE OF WOMEN'S SPORT AND INSPIRE FUTURE GENERATIONS

4.1 REPRESENTATION

ENSURING FEMALE REPRESENTATION IN MEDIA FOCUSES ON SPORT PERFORMANCE RATHER THAN GENDER STEREOTYPES

Given media's influence in creating visibility and perception of women in sport it is important to consider how athletes are being covered within sports, and whether there are any recurring biases in comparison to the coverage of men. Sports act as communicators and content creators which sets the tone as to how female athletes and teams are pictured, presented, described, and talked about.⁹

COLLABORATION WITH THE MEDIA AND PROVISION OF GUIDANCE AND TRAINING

Sport organisations can upskill and develop their internal media staff to ensure representation and portrayal of women and girls in sport. External media can be influenced through activities such as providing a media guide and collaborating with media and journalists, ensuring appropriate portrayal of women and girls. In the portrayal of women and girls within media there are two key aspects: 1) the use of visual imagery; 2) key themes, points of discussion and language used.

IMAGERY

Visual images are an important element in framing, particularly in the context of sport reporting. Visual images carry significant meaning, and can have a powerful impact on attitudes, beliefs and behaviours.² The way in which female athletes are portrayed in sports media imagery has implications for audience perceptions, which flow on to broader perceptions about the value of women's sports.

THEMES

Words and tone matter, and those that are used towards female athletes and sports is often quite different to that of male athletes. For example, sportswomen are more often than not defined first by their gender (women, female) or gender role (wife, mother) and then as an athlete, which is not the case when it comes to sportsmen who are solely referred to as an athlete. Irrespective of gender, and no matter what a person looks like, the primary focus should be on the athletic ability, skills and achievement.^{9, 10}

CREATE A MEDIA GUIDE TO ASSIST JOURNALISTS AND MEDIA IN APPROPRIATELY SHOWCASING WOMEN AND GIRLS IN SPORT, FOCUSING ON PORTRAYAL IN BOTH IMAGES AND TEXT

Creating a media guide for journalists and media staff including guidance on both imagery and themes to be used in the portrayal of players. The media guide should be briefed into the media prior to tournaments, events or game play. The same guide can be used to guide internal media and communications in developing content for social media and mainstream media platforms.

IMAGERY

- Use images that celebrate sporting accomplishments and use dynamic shots where female athletes are within a sport environment.
- Steer away from non-athletic, passive images, and those that focus on femininity or appearance.
- Balance images of that embody strength, power and speed with gracefulness, agility and elegance.
- Avoid reinforcing female stereotypes.
- Conscious efforts should be made to ensure that there are not markedly more images of one gender in relation to another.

THEMES

- Celebrate sportswomen's achievements with descriptors involving football skills, and action verbs.
- Use bias free language and avoid gender stereotypes, expressions or words that compare women to men and/or imply that superiority of one gender over another.
- Avoid making evaluative comments on a sports women's appearance. However, it is acceptable to describe the performances of both women and men using adjectives such as beautiful, powerful, strong and graceful. These are adjectives that can describe a man's performance as well as a women's.
- When in doubt, ask yourself how you would describe a man's performance, and use that same terminology.
- The use of 'ladies' is inappropriate when 'men' is being used. The term should be 'women'. The same applies for using the term 'girls' when 'men' is being used.

4.2 STRATEGY

DEVELOP A WOMEN'S SPORT MEDIA STRATEGY AND KEY PARTNERSHIPS TO PROMOTE COVERAGE OF THE FEMALE GAME

Create and deliver on a media strategy with specific targets for women's sport media coverage. Allocating specific budget line items and monitoring media coverage to ensure equal representation between the men's and the women's game can contribute to the overall engagement.

Research shows when sport organisation actively develops and engages in a media strategy (including social media and mainstream media) they are more likely to see increased engagement and retention of women and girls within their sport. ¹¹ Further, women sport fans were shown to spend 20% more time engaged with online sport content when there was equal representation of male and female content on social media. ¹¹ Engaging with broadcast or media partners can assist sport organisations in developing quality content, stories and images whilst increasing the reach and visibility of the sport.

"You really need to have the same strategy for men's and women's communication also but marketing. I really want a specific partner because it will also show to all the clubs [what] women's football is."

- OFC Women in Leadership Research

TIPS FOR MEDIA STRATEGY AND PARTNERSHIPS

- In broadcast activities, coverage of events, interviews, athlete profiles, and commentary, ensure as much as possible that equal airtime and coverage are devoted to women's and men's sport.
- The quality (production) of women's and men's sports coverage and the presentation of athletes should be equal. Neither gender should be favoured. Production resources (financial, human and equipment) should be allocated equally between male and female sport. The quality of sports coverage refers to the production value of the broadcast, the quality of the graphics and music that accompany the programme or on-air talent.
- Feature your sports coverage prominently on your media platforms, such as website, print, and social media, so that its visible and easily accessible.
- Assign the coverage of women's football to your best talent to demonstrate that you consider your female sports properties valuable.
- Make sure to select those that are passionate about the women's game to report on it, so that their enthusiasm rubs off on the audience
- Consistency is key. Cover women's football regularly and consistently throughout the year and not just during major events.

11.3% OF PACIFIC BASED FEMALE SPORT ARTICLES REFER TO AN ATHLETE'S ROLE OUTSIDE OF SPORT.⁶



4.3 PROMOTION PROMOTION OF WOMEN ATHLETES AND ROLE MODELS THROUGH SPORT PLATFORMS

By increasing female representation within sports media, female teams and athletes' journeys will be shown, audiences will be created, fan bases will be built, and there will be an archive for future generations to learn from and enjoy.⁵ Increased media visibility of female athletes will ensure that there are role models for women and girls, and the stories of so many athletes in the Pacific are told.⁵

“at the moment when you look at our website, Facebook, there’s more promotion for men. And if you get to sit at an executive meeting, they’ll talk about men’s football more than women’s football. It’s more about men.”¹

- OFC Women in Leadership Research

Key steps identified to promote female role models include:

- Utilise ambassador programmes to provide support and encouragement for women athletes to utilise their own platform, as well as amplify content from the sport
- Within your media plan, strategically use your ambassadors or role models to further engage and share social media content
- Have a range of content available for media pieces on girls and women football. For example, human interest stories captivate the audience and builds a sense of connection between the fan and the athlete. However, this should be kept separate from the discussion of on field performance

OFC WOMEN'S FOOTBALL AMBASSADORS

The Women's Football Ambassador Strategy started in July 2021, OFC engaged 12 candidates nominated by each of the MA's. The overall approach was to have a strong female representative from each Member Association to enact our ALL IN strategy and influence their local market.

The ambassadors have since added the following to OFC's women's football media content:

- Radio interviews with ABC & online blog media houses
- Social media reach of 21,414 in total with their bases combined, where they shared the strategy pillars & activities
- Individual interviews which were promoted on OFC's page and content to support women's football activities

4.4 PROGRAMMES PROGRAMMES TARGETED AT DEVELOPMENT OF FEMALE SPORT JOURNALISTS AND COMMENTATORS

53% of sports coverage across Fiji, Samoa and Solomon Islands was by women compared with a global rate of only 12 percent.⁹ Despite advancements in equity for women journalists, many of the editorial roles within media are held by men which can influence the focus, framing, and editing of sports coverage.^{9,10,12} This has an impact on which sports get covered, and how sport and athletes are represented.¹⁰ By engaging and further developing more female journalists sports can influence the portrayal and representation of women in sports.

To continue to advance female journalism the following actions are recommended:

- Identify and recruit women with interest in media, journalism or commentating
- Engage with experts in the media space (for example WINS program/ABC) who can assist in facilitating training and development programmes
- Align development programmes with key outcomes in the organisational media strategy. This may be ensuring there are equal opportunities to develop and practice communications during tournaments, events or at other sport activity
- Showcase and promote media pieces from within the programmes

DIVERSIFY THE STORYTELLERS

Increase the number of female's reporting on football within your organisation's communications.

When you invite journalists to report on the action, avoid the gender dichotomy of having men commentating on men's events, and women commentating on women's events. Make sure there is always a good gender mix.



CASE STUDY

WOMEN IN NEWS AND SPORT (WINS)

LAVENIA YALLOVI, FIJI, WOMEN IN NEWS AND SPORT GRADUATE

The Women in News and Sport (WINS) initiative is a training and mentoring program that provides female journalists in the Pacific and Asia with the tools to carve out a career in the male-dominated world of sports media.

WINS focuses on three key areas:

- Skills training and industry knowledge
- Multi-platform content creation
- Networking with other women in media and sport

WHAT IS THE ROLE OF WINS IN WORKING TOWARDS GENDER EQUALITY:

Female commentary, in the past has been taken up by male commentators. It is vital for women to be involved with the avenues and platforms to showcase women and to show girls that there is another platform they can come into and have a voice. Encouraging and motivating women to come into commentary when typically, it is a male dominated area.

WHAT WAS INVOLVED IN THE WINS PROGRAM?

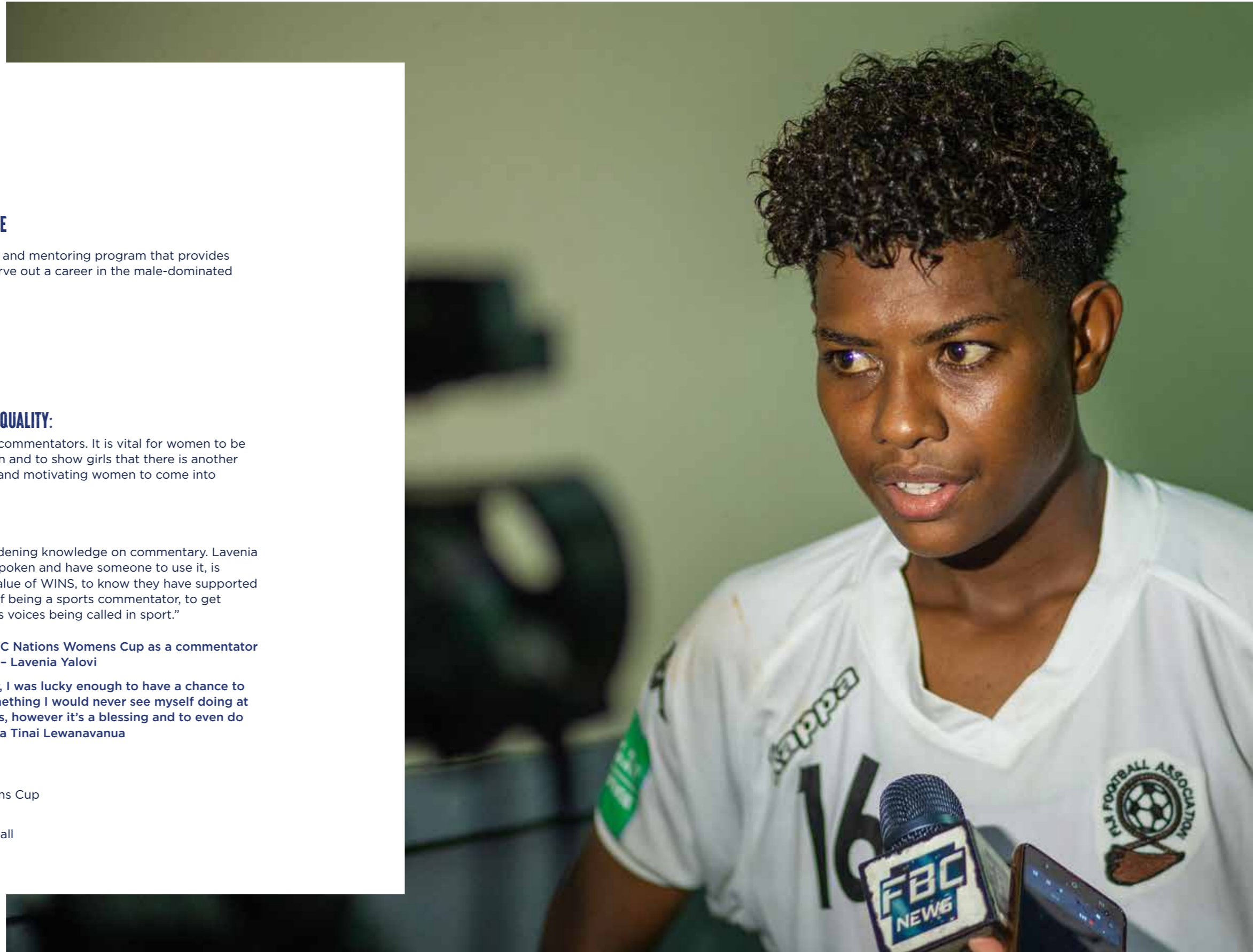
WINS focused on learning from others around you and broadening knowledge on commentary. Lavenia describes the WINS programs: "To have someone to be outspoken and have someone to use it, is something the WINS platform allows for. To talk about the value of WINS, to know they have supported me and have friends for life, work towards their aspirations of being a sports commentator, to get confidence, guidance and support. We want to hear women's voices being called in sport."

"Coming from a shy person, to becoming a voice for the OFC Nations Womens Cup as a commentator means if you have a dream, then dream big and work hard" - Lavenia Yalovi

"I commented on Radio only on record purposes however, I was lucky enough to have a chance to do a few post-match interviews through Jamie which is something I would never see myself doing at an early stage of my career with Women In News and Sports, however it's a blessing and to even do the interviews in my Mother Tongue was unique" - Adi Arieta Tinai Lewanavanua

OUTCOMES:

- All female commentary team at the OFC Womens Nations Cup
- Networking opportunities for women in football
- New pathways for women to engage in a career in football



KEY PLAYS

Sport can play a unique role in stopping violence before it starts. It helps set positive social norms, challenging beliefs about harmful gender roles and behaviours assigned to women and men. It gives men and women a chance to model gender-equal, respectful and healthy ways of relating to each other.

Sport organisations also have a responsibility to protect participants from harm through culture, policies and procedures that minimise risk. They also have a responsibility to make sure people who experience violence access the care and support that they need from specialized service providers, such as counselling, justice, health and other services. Sport organisations have an influential role to take action in stopping violence before it starts and enabling access to care for those who experience violence.



PROMOTING GENDER EQUALITY AND PREVENTING VIOLENCE AGAINST WOMEN AND GIRLS

GOAL:

Maximise the contribution of sport to promoting gender equality and preventing violence against women and girls in the Pacific region.

PROMOTING GENDER EQUALITY AND PREVENTING VIOLENCE AGAINST WOMEN AND GIRLS PLAYS



The root cause of violence is gender inequality, and men's power and control over women (also known as patriarchy). Gender inequality plays out in our daily lives in four key interactive ways:

1. TRADITIONAL GENDER ROLES DETERMINE HOW WOMEN AND MEN BEHAVE

Gender inequality is reinforced by views that uphold rigid, traditional gender roles of men as leaders, decision makers, disciplinarians, as heads of households, and women as submissive, subservient, caregivers with limited leadership and decision-making capabilities. From fixed views of gender roles emerge attitudes, behaviours and beliefs that act as barriers. People start to believe that women and girls cannot be athletes or coaches or referees or presidents and men and boys cannot be carers or they should not cry or show emotional vulnerability. These gender roles can be harmful to women, girls, men, boys – all of society. These gender roles need to be challenged and transformed for all people to safely access all areas of sport. At the same time, sport can showcase men and women supporting each other in a manner that centers values of respect, integrity, healthy relationships and gender equality.

2. MEN AND BOYS HAVE POWER AND CONTROL OVER WOMEN AND GIRLS

Traditional gender roles of men and women are not viewed as complementary or of equal value, they are hierarchical and limiting. They are learned and shape individual and societal attitudes, beliefs and behaviours. Men and boys are granted power and control over women and girls when they are viewed as the only ones who can be president of the club, coach or win premierships. A sense of entitlement, ownership and disrespect seeps into all relationships, communities, organisations and institutions.

3. VIOLENCE AGAINST WOMEN AND GIRLS IS ACCEPTED AND JUSTIFIED.

The acceptance of men's dominance, superiority, power and authority above women normalises attitudes and behaviours that allow for men's use of violence against women and girls. Gender inequality and men's abuse of power increases the risk for men perpetrating violence and using hostile and aggressive behaviour towards women and girls. When society excuses men's use of violence or labels women as bad and deserving of punishment for not living according to the accepted gender roles and expectations that society has for them they justify violence against women and girls.

4. PEER RELATIONS BETWEEN MEN AND BOYS PROMOTE AGGRESSION AND DISRESPECT TOWARDS WOMEN AND GIRLS

When society normalises the power and value of men and boys over women and girls, men's lack of respect for women contributes to a cycle of gender discrimination and violence. Disrespect towards women can include treating women as if they are not important, as if they are unable to think and make decisions, dismissing how they feel, insulting or shouting at them. These attitudes are taught at a young age through society and families and further manifest into adulthood. Disrespect can lead to aggressive and violent behaviour. Due to prevailing misogynistic views of women, men and boys can promote or encourage aggression and disrespect towards women and girls in their interactions with each other.

CREATING POSITIVE BEHAVIOURS

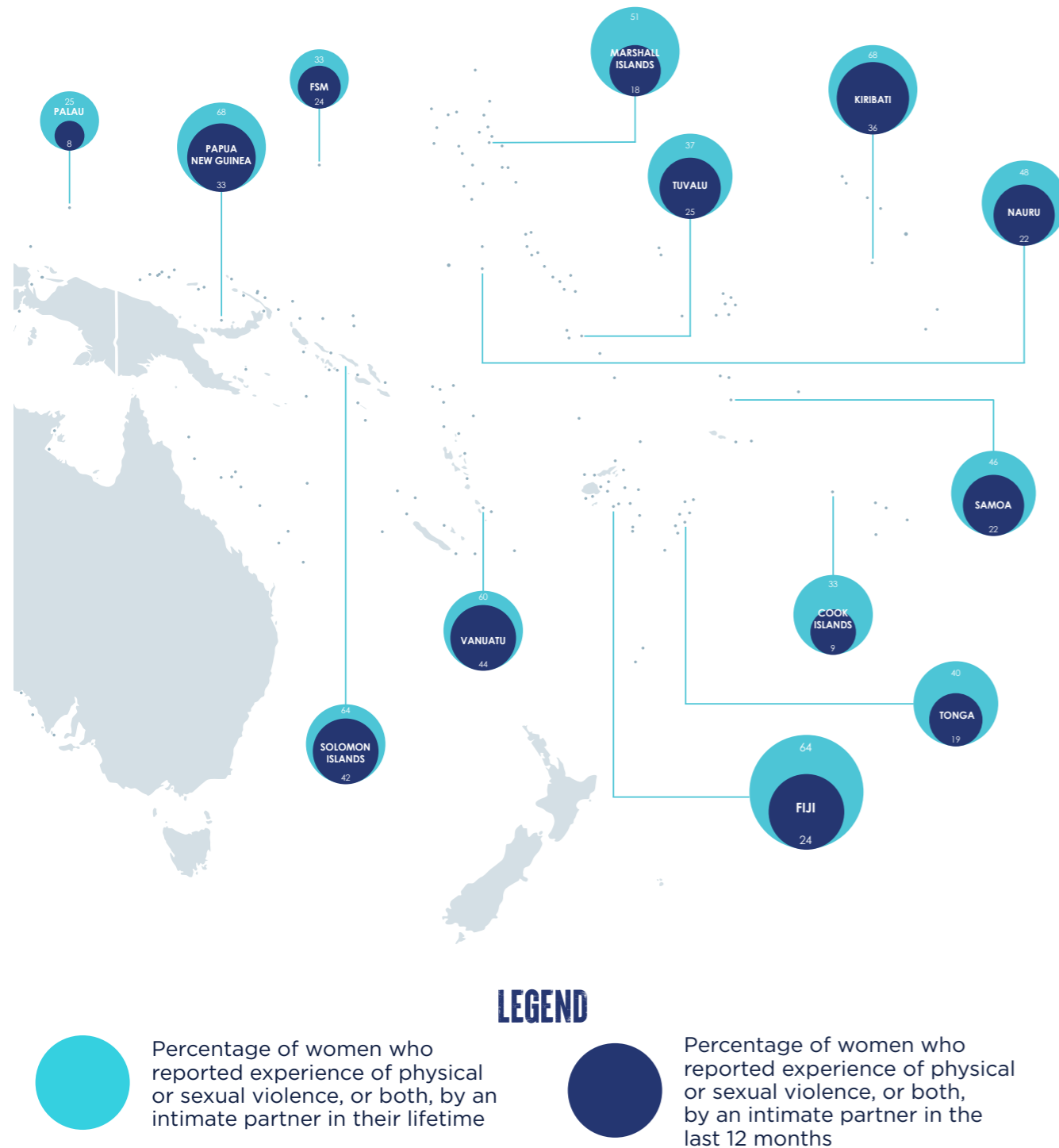
Sport is a way people convene, gain status, create norms and celebrate culture. There are evidence-based elements that help and inhibit sport's potential to benefit women and girls.¹ Sport plays a part in creating positive attitudes and behaviours and can be deliberately contribute to positive, healthy social norms, attitudes and behaviours at community and individual levels to promote gender equality and prevent violence against women and girls.

HELP	HINDER
<p>Allow men and women to model equal ways of distributing and sharing power while managing sport programs.</p> <p>Connect adolescent girls and boys with peers and role models for social support as they learn to challenge gender/social norms and gender stereotypes.</p> <p>Support women and girls to develop greater autonomy and understanding of their bodies, become physically stronger and explore their capabilities.</p> <p>Create a safe space for girls and women to convene and explore their potential.</p> <p>Allow trusted, trained and well-connected coaches to engage community members in conversations about concepts of masculinity, femininity and gender roles.</p> <p>Give adolescent girls and boys access to positive role models in the form of a coach or team leader. This provides a mentor to help navigate challenges and presents a vision of what is possible.</p> <p>Explore human difference and get connected to others from a different race, religion, life experience or location.</p> <p>Get the attention of the community and publicly support and endorse women and girls in sport. When girls play in public, they have an instant awareness raising opportunity to advocate for their rights within the community.</p> <p>Male allies having a chance to use their sporting platforms to challenge gender inequality, creates space for their female counterparts and influence the views of others.</p>	<p>Emphasis on harmful masculinity and male dominance, which can be exhibited as violence. This can be exacerbated by male bonding in teams, especially when group loyalty becomes more powerful than individual integrity.</p> <p>Some male athletes may receive special treatment and not be reprimanded for abusive behaviour.</p> <p>Breaking stereotypes and acting outside socially sanctioned gender roles may put women and girls at risk of experiencing violence.</p> <p>Athletes may have very little power in relation to their coach or other senior sport professionals, and do not want to risk losing their chances of advancement if they blow the whistle on undesirable practices by authority figures.</p> <p>All ages and types of athletes are susceptible to these problems but elite, child and lesbian/gay/bisexual/trans-sexual (LGBTIA+) athletes, and athletes with disabilities, are at highest risk.</p> <p>In some cases, parents are gambling on their child's athletic success to lift the family out of poverty or to fulfil their own need for status and success. There are cases of child athletes reporting abuse to their parents, and parents forcing them to stay silent.</p>

CURRENT STATE IN THE PACIFIC REGION:

The Pacific region has some of the highest rates of violence against women recorded in the world – twice the global average with an estimated two in every three Pacific women impacted by gender-based violence. Along with high rates of violence – a violation of human rights – women and girls in the Pacific region experience constant and continual inequalities including low levels of participation in decision making, limited economic opportunities, restricted access to basic services and rights.¹ Violence against women and girls takes many different forms in the Pacific, with intimate partner violence and sexual violence (including sexual assault, rape and sexual harassment) the most common alongside economic, psychological and physical violence.¹

VIOLENCE AGAINST WOMEN IN THE PACIFIC REGION ²



TAKING ACTION

Action can be taken at different levels (individual, relationship, community and societal). Each of these four levels interact with and influence the other levels. To create effective prevention and behaviour change, strategies must be implemented at all levels.

INDIVIDUAL CHANGE

- Challenge rigid gender role and stereotypes about what it means to be a man or a woman.
- Challenge male peer relations that emphasise aggression and disrespect towards women.

RELATIONSHIP CHANGE

- Create equal control of decision making and promote positive communication.
- Invest in great coaches. Coaches need to live the programmes values, create the right environment and execute the curriculum.
- Support parents, caregivers and community members to embrace women and girls in sport.
- Create safe spaces.

COMMUNITY CHANGE

- Values and code of conduct communicate zero tolerance of violence against women.
- Organisational activities in relation to safeguarding are intentional, adaptive and sustained.
- Women and girls are promoted and supported in sport as a signal to invite community, parents and other stakeholders to engage.

SOCIETY CHANGE

- Support comprehensive frameworks, campaigns and policies that promote gender equality and ending violence against women and girls.
- Communicate for social change through social marketing campaigns and engaging families, schools, community leaders, churches and male advocates in programme design.
- Partner with women-led organisations and gender-based violence service providers to amplify messaging and strengthen safety nets for survivors of violence.

PLAYS TO MAXIMISE THE CONTRIBUTION OF SPORT TO THE ENDING OF VIOLENCE AGAINST WOMEN AND GIRLS IN OCEANIA

5.1 PARTNERSHIP

BUILDING PARTNERSHIPS WITH LOCAL ORGANISATIONS THAT PROVIDE SERVICES FOR WOMEN, GIRLS AND BOYS AND PRACTICING SURVIVOR-CENTERED RESPONSE MECHANISMS

Whilst sport will take steps to prevent violence against women and girls it is important to know what to do when incidents occur. Sport organisations and personnel play a key role in knowing how to respond to a disclosure of violence, knowing how to safely refer the survivor to care and ensuring the circumstances surrounding the incident are addressed. Partnering with organisations such as the local women and children crisis centres and other GBV service providers/advocacy organisations can assist in the development of policies, processes and codes of conduct pertaining to safeguarding and education.

- Identify and engage in partnerships with organisation such as other regional and national sport bodies, governments, agencies, service providers and rights organisations (i.e., Women and Children's Crisis Centres and other GBV service providers/advocacy organisations)
- Create an operational plan with partners to identify and activate on EVAWG activity such as policy development, education, advocacy or sport for development

“You need to create an environment to keep women safe and respect their rights.”³

– OFC Women in Leadership Research

5.2 PROGRAMMES

CREATION OF VALUES-BASED PROGRAMMES THAT CHALLENGE SOCIAL NORMS ON GENDER ROLES AND STEREOTYPES

Sports will be stronger and create more chances for everyone if we give all people in the sport ecosystem a chance to challenge traditional gender roles and stereotypes and learn about the tools and strategies to navigate conversations around gender-based violence.

- Hold gender equality and prevention of VAWG training annually facilitated by a professional facilitator to all people associated with the sport. Focus tailored efforts on the prevention of violence against women and girls.
- Ensure coaches are trained and supported to engage in discussions around gender roles and gender-based violence. Coaches are technical skilled, trusted by the community and players and know how to respond to safeguarding disclosures including being able to refer players to local, specialized GBV and child protection counselling services.
- Create and use Sport for Development programming with specific behaviour change curriculum that promotes norms related to ending violence against women and girls e.g., Get Into Rugby PLUS and Just Play.

5.3 POLICY

CREATION OF SAFEGUARDING POLICIES, PROCEDURES, CODES OF CONDUCT AND TRAINING TO ENSURE WOMEN AND CHILDREN CAN PARTICIPATE WITHOUT THREAT OF PHYSICAL, SEXUAL OR EMOTIONAL VIOLENCE, HARASSMENT OR ABUSE

Safeguarding policies need to be aligned to both national EVAWG-related legislation and international sporting standards. Safeguarding practices and mechanisms should also be established within sports clubs, particularly where there is a low level of support from local authorities. Processes for supporting survivors of violence who disclose/report their experience, and for the provision of support for women and girls in sport experiencing violence, should be developed in partnership with relevant government departments, VAWG-specific service providers, and community organisations working with women and girls. Specific considerations should be taken into account for women and girls with disabilities and women and girls of diverse sexual orientation, gender identity and sexual expression.

- Create safeguarding policies, procedures linked to national policies, protocols and laws. Creation of policy should occur in consultation with VAWG service providers, communities and relevant stakeholders.
- Ensure safeguarding activities are intentional, adaptive and sustained.
- Have designated, capacitated staff to manage safeguarding incidents and concerns within the organisation through a survivor-centered approach.
- Engage leadership in decision making and implementation of the safeguarding policies
- Develop and implement a code of conduct* that supports gender equality and zero tolerance for discrimination or gender-based violence and ask all staff, coaches, referees, volunteers and participants to commit to the codes of conduct. Facilitate trainings, refreshers and implementation measures for the code of conduct.
- Monitor the policy and process of responding to safeguarding incidents by recording incidences against the policy and uptake of policy

³Codes of conduct are the rules of conduct of which all stakeholders including players, coaches and administrators adhere to. The code of conduct should directly enforce the safeguarding policies provided by the organisation. The code of conduct communicates the sports support of gender equality and zero tolerance of sexist language, verbal abuse, sexual harassment, sharing of offensive or inappropriate images, and all forms of violence against women.

5.4 ADVOCACY

ADVOCACY AND COMMUNICATION THAT DEMONSTRATE THE SPORT'S CONTRIBUTION TO GENDER EQUALITY AND ENDING VIOLENCE AGAINST WOMEN AND GIRLS

Advocacy and communication campaigns focussing on awareness and behaviour change must be developed and tailored for different target audiences, including grassroots communities, decision-makers and influencers, and media. Communications can feature both male and female role models and champions of gender equality. Advocacy and campaigns are useful in increasing understanding of and preventing violence within sport. Additionally, advocacy can assist in dispelling myths about women and girls' participation in sports and promoting inclusion and belonging across diverse genders, sexuality and sexual orientations, cultures, and abilities.

- Communicate for social change through social marketing campaigns and through personal advocacy programmes by influential players and role models
- Engage families, schools, community leaders, churches and male advocates in design of advocacy campaigns and progress
- Monitor the reach and influence of the campaigns to understand its effectiveness in creating awareness and shifting attitudes

5.5 SAFE SPACES

CREATION OF SAFE SPACES WHERE BOYS AND MEN CAN REFLECT ON THEIR EXPERIENCE AND MODEL GENDER EQUAL ATTITUDES AND BEHAVIOURS

Creating safe spaces to engage in conversations and education on gender-based violence leads to positive changes in attitudes and behaviours. Research has shown when boys and men are given opportunity to be educated and engage in dialogues including personal reflections on the realities of the past, and the positivity of the future. These spaces assist men in acknowledging their power, status and position in relation to gender-based violence and how they can identify and address gender-based violence within their own lives.⁴

- Identify and partner with local experts and women's rights organisations in creating safe spaces and ending violence to assist in the design and delivery of safeguarding policy and process. Partnership can assist in ensuring policy and processes are informed by experiences of relevant sport stakeholders, athletes and local VAWG organisations
- Engage an expert facilitator, trained in the area of GBV, to guide sessions and ensure safety for all participants
- Shared stories of change from other men and understanding the impact of violence in families, communities and society

PARTNERSHIP TO END VIOLENCE - WOMEN'S NATIONS CUP, FIJI

In July 2022 OFC and UN Women Fiji Multi Country Office hosted a Gender Equality workshop linked to the regional girls-only programming. The workshop gave OFC women's development officers a chance to talk about the barriers to participation for women and girls in the Pacific Islands and to further design and refine programmes aimed at providing more opportunities for women and girls across the Pacific to play football. 45 participants from across 11 countries were present and participated in training related to ending violence against women and girls in and through football.

The Fiji Women's Crisis Centre was engaged to deliver training on gender-based violence and its impact in sport with Women's Nations Cup Stakeholders and administrators, including all participating referees of the tournament.

“It's about time that such workshops are also done during Nations Cup and Pacific Games a 90% of girls who come to Sports have a story to tell that they have never shared. I loved the fact that there is a common ground of acceptance when we come to workshops like this.”

- Adi Arieta Tinai Lewanavanua, Football coach and Player

“gender equality programming has helped me to motivate the girls and to know how to deliver our training safely. This means ensuring female players are playing in a safe environment and also ensure that training sessions are held somewhere visible and not late in the afternoon so the players get home early especially those who will go home on their own.”

- Jotivini Tabua, Women's Development Officer, Fiji

CASE STUDY

GET INTO RUGBY PLUS

IN A NUTSHELL

Get into Rugby PLUS is a 20-session sport for development programme which has distinct social and sport development objectives and is targeted at girls and boys aged 10-16 years. On the field, participants are given the opportunity to learn tag rugby in a safe, non-contact playing environment. Off the field, the integrated rugby and life skills curriculum provides young people with learning opportunities to encourage critical thinking and reflection around issues of gender, respectful relationships, and healthy conflict resolution. Rugby becomes a powerful platform for challenging issues of gender equality and violence and demonstrates new norms.

A COMMITMENT TO COACHES

Get into Rugby PLUS commits to 50 percent female and male coaches in order to challenge and normalise women in leadership roles. The Get into Rugby PLUS coaches are at the heart of the programme. They are selected for their attitude and commitment and become highly skilled, trusted role-models and holistic leaders.

Get into Rugby PLUS has had a transformative impact on many of its coaches. Many have asserted that the programme has influenced the way they coach, teach, their relationship with their family, colleagues and community, and many have become proactive change agents for gender equality and ending violence. (*Fiji 2020 data)

The coaches of Get into Rugby PLUS take part in an extensive suite of training, learning how to model behaviours, coach and officiate rugby and facilitate life skills learning in safe, equal and inclusive environments.

Coaches develop an understanding of specific human rights issues and the skills to challenge gender stereotypes. As role models, and by leading players through a gender-focussed curriculum, over time coaches drive important changes in attitudes and behaviours which help to prevent violence against women and girls. Get into Rugby PLUS provides a long-term approach to shifting attitudes and behaviours around respectful relationships, gender, power and violence.

Get into Rugby PLUS is making a positive impact on both its players and coaches. Monitoring shows that since completing the programme girls and boys are now proactively promoting gender equality, reducing the use of violence in their lives, and have greater knowledge and support to identify, reduce and report harassment and violence. (*Fiji 2020 data)



GETTING RESULTS

Some changes in sport development, social values and behaviours described in 2020 monitoring data include:

- Female and male players indicated significant improvement in their rugby skills and confidence; and overwhelmingly, felt more respected and supported for playing rugby.
- Girls and boys were proactively promoting rugby for girls, gender equality and reducing the use of violence in their lives.
- Players reported safer, better quality and more inclusive rugby experiences.
- Every coach indicated that the programme had a transformational impact (81 percent) or significant impact (19 percent) upon them generally
- 76 percent of coaches asserted that the programme had a transformational impact upon their attitudes and behaviours toward gender equality and preventing violence against women and girls.
- 48 percent of coaches asserted the programme had a transformational impact upon their effectiveness as rugby coaches.
- Get into Rugby PLUS coaches in Fiji are being recognised for their rugby coaching competence, holistic leadership skills and as proactive change agents for gender equality, with 70 percent assuming other appointments or leadership roles in rugby or community since their involvement.
- Overwhelmingly, both male and female players, rated both the Rugby and Life skills components of the programme very highly with over 90 percent scoring both 8-10/10. Equally, the majority of players would highly recommend the programme to someone else.

GET INTO RUGBY PLUS REGIONAL PARTNERSHIP

Get into Rugby PLUS is jointly developed and implemented through a regional partnership between Oceania Rugby, UN Women, ChildFund Rugby, Rugby Australia and Team Up.

Regional partners Oceania Rugby, UN Women, ChildFund Rugby, Rugby Australia and Team Up provide technical guidance and support sustainability and growth of Get into Rugby PLUS across Oceania and beyond.

The partnership between Oceania Rugby, UN Women, ChildFund Rugby, Rugby Australia and Team Up is forged upon:

- shared commitment to contributing to targets within the UN Sustainable Development Goals; achieving gender equality, reducing inequality, and ending violence against children;
- understanding that well-designed Sport for Development programmes are a proven way to achieve positive social change;
- recognition that stronger outcomes can be achieved by mobilising the best assets of both development and sports actors to deliver on shared priorities.

Get into Rugby PLUS is jointly developed and implemented by Oceania Rugby, Fiji and Samoa Rugby Unions, UN Women and ChildFund Rugby. The program is co-funded by the Australian Government's Team Up initiative through its partnership with Rugby Australia and Oceania Rugby; by UN Women Fiji Multi-Country Office, through the Pacific Partnership to End Violence Against Women and Girls (Pacific Partnership), funded primarily by the European Union, and the Governments of Australia and New Zealand, and UN Women; and ChildFund Rugby.



POLICY

GOAL:

All sports have policies for gender equality, inclusion, safeguarding and associated ring-fenced budget for women's sport.

PLAYS FOR DEVELOPING GENDER POLICY



PLAYS FOR IMPLEMENTING GENDER POLICY



Policy operates within many levels of sport, all the way from government policy through to community sport organisations. While policy in itself is not the sole factor in creating a more gender equitable sport landscape, it does assist in setting an agenda of beliefs, objectives and organisational values in which to enact operationally.¹

Sport policy broadly constructs how, and in what ways, sport functions as an institution which takes into account the inclusion and exclusion of certain groups of people.² The presence of formal policies is seen as a necessary and important part to address the gender inequalities evident in sport, such as too few females in leadership roles, and low investment in female sport. In this way Policy can be seen to tie together the other chapters of this playbook to ensure a solid foundation for delivery of the Plays outlined previously.

In many cases coherence and compliance with regional, national and international policies related to gender equality and safeguarding are also important to gain access to important resources and funding.

GENDER POLICIES

There are a number of policies that are put in place within sport organisations that specifically address the needs of women and girls. These include policies relating to gender representation, safeguarding, anti-discrimination, harassment and bullying.

Within gender representation policies, some sport organisations use targets or quotas to meet their gender equality goals. Governing sport organisations can set targets related to increased gender representation, such as in leadership positions, which represents an aspirational goal for organisations they oversee to achieve.³ Whilst gender targets signify a commitment to promoting equality practices, they are non-binding, and provide no consequences for non-compliance. Often, governing sport organisations use gender targets as an initial policy, and if these do not bring about the intended change organically, a stronger approach, such as mandated quotas, is taken.

The use of quotas to reach gender representation targets is gaining momentum within sport organisations. Quotas are mandated gender representation outcomes that are clearly stated within an organisation's policies and detail how an organisation is structured and governed.³ Whilst setting gender targets work, quotas are the most effective across sport organisations that demonstrate additional commitment in implementing processes and sanctions to ensure that quotas are taken seriously and achieved.³

Most sport organisations include statements addressing gender equality in their policies, but these often don't filter down to actual changes in organisational practices. Some policies require sport organisations to demonstrate they have changed their policies to address gender equality. For example, in June 2018, Sport NZ set a requirement that national sport organisations must have a minimum of 40 percent females on their board by December 2021 in order to maintain funding.⁴ Of the qualifying 55 sport bodies, only one sport organisation did not reach the mandated 40 percent female quota by the deadline, and as a result received a reduction in government funding.⁵

“To develop a thriving culture of women’s football, every association needs to know clearly what it wants to achieve and have the right people in place to achieve this. When dedicated staff pursue well-defined goals within a supportive organisational structure, it is a win-win for the association and women’s football.”⁶

– FIFA Women’s Football Administrator Handbook

Gender equality strategies used by sport organisations ⁷

The following are a number of strategies that the International Women’s Group (2021) found sport organisations use to progress towards gender equality based off a global survey.

70%
OF SPORT ORGANISATIONS USE QUOTAS

48%
OF SPORT ORGANISATION HAVE OFFICIAL DOCUMENTS THAT REFER TO GENDER AND GOVERNANCE

28%
OF SPORT ORGANISATIONS USE TARGETS

40%
OF SPORT ORGANISATIONS USE ELECTION AND RECRUITMENT RULES

63%
OF SPORT ORGANISATIONS HAVE GENDER, EQUALITY, DIVERSITY AND INCLUSION-FOCUSSED COMMITTEES

38%
OF SPORT ORGANISATIONS HOST OR SUPPORT WOMEN TO ATTEND WOMEN’S LEADERSHIP DEVELOPMENT PROGRAMMES

While gender equality quotas and targets, can be effective in progressing towards gender equality in leadership positions, it is not enough to increase female representation across the sport.⁸ What is important is the nature of the quotas, and the organisation’s commitment to them.

“I feel like I’ve been used like a pot plant. You’re just standing there to tick off the boxes.”⁹

– OFC Women in Leadership Research

A quota of one female representative is not enough. Instead, a quota of a minimum of three women is needed to advance gender equality in governance that operates in conjunction with other gender strategies to move towards equal participation by men and women in decision making.⁸ Therefore, sport organisations need to implement actions that are ambitious, process-driven and embedded across the organisation in order for gender and governance actions to become effective in increasing female representation on all levels, across the Pacific. This ambitious commitment requires a shift in the nature of gender and governance actions.

CASE STUDY

CHANGE OUR GAME VICTORIA GOVERNMENT

WHY CHANGE?

In 2015, Victoria Government published a report, 'Inquiry into Women and Girls in Sport and Active Recreation.' This report shed light on gender inequality in Victorian sport and recreation. At the time of the report, just 44% of Victorian sports had 40% female representation on their board. In addition, the report found that women play a vital role in governing sport bodies. They provide a great diversity of skills, experience and ideas that contribute to good governance, leadership and better decision making. Therefore, addressing the low representation of women on boards in sport organisations was seen as imperative to delivering improved board and organisation performance.

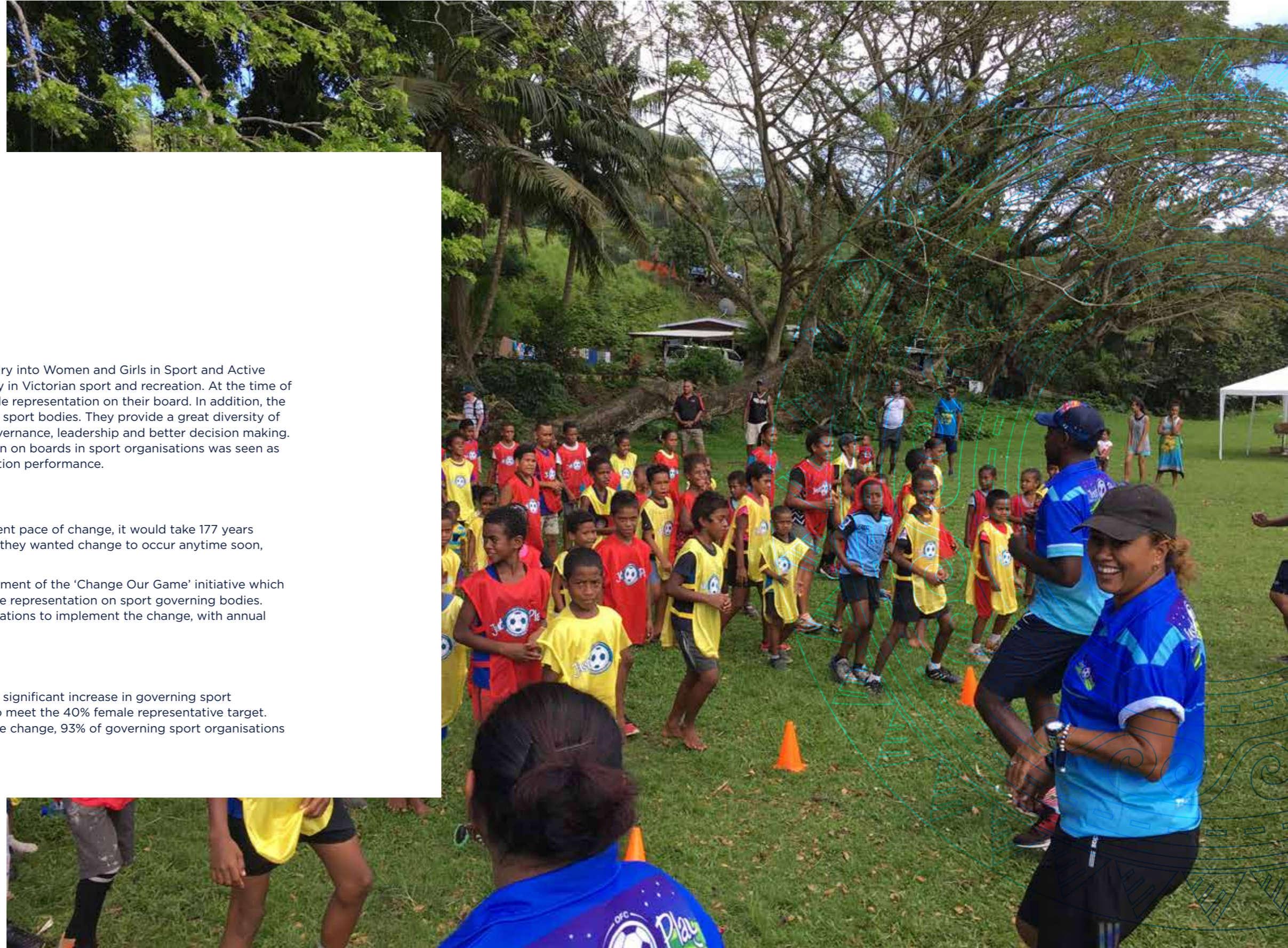
MAKING THE CHANGE

The Victorian Government recognised that at the current pace of change, it would take 177 years to reach gender equality within sport organisations. If they wanted change to occur anytime soon, intervention was required.

Following recommendations from the report, a key element of the 'Change Our Game' initiative which was implemented was a minimum quota of 40% female representation on sport governing bodies. A phase-in period of three years was given for organisations to implement the change, with annual monitoring and reporting against the quota.

SUCCESSFUL CHANGE

The introduction of the mandated quotas resulted in a significant increase in governing sport organisations changing the make-up of their boards to meet the 40% female representative target. Upon reaching the three-year milestone given to create change, 93% of governing sport organisations within Victoria had achieved the quota.



GENDER MAINSTREAMING

Whilst setting gender targets or quotas can be used as an important tool toward gender equality within a sport organisation, that alone is not enough. The needs and rights of women and girls must be integrated throughout all policies.

Gender mainstreaming is used as a strategy to achieve equality and equity between females and males within the process of policy development. It involves the integration of gender perspectives into the preparation, design, implementation,

monitoring and evaluation of policies with a view of promoting equality between genders, and combating discrimination.¹⁰ Gender mainstreaming means designing policies that specifically have the needs of women and girls in mind.¹¹ It involves addressing gender equality and equity systematically and comprehensively throughout the whole operations of an organisation, rather than as individual, piecemeal, tokenistic, one-off initiatives.¹²

Gender mainstreaming is not a strategy to be put into action once, it should be a constant thread throughout the whole policy process. However, in order to facilitate conditions necessary for effective gender mainstreaming in sport policy development there are a number of important prerequisites:¹³

1. Sport organisations must define gender equality and equity as one of its main objectives. The organisational will to mainstream involves the will to question current gender relations and the structures, processes and policies perpetuating inequality.
2. Data on the current situation of females and males and on current gender relations are necessary for mainstreaming. Analysis must be performed to understand current imbalances between genders in all policy feeds, as well as projections of how future initiatives will affect females and males.
3. Sport organisations must have the necessary financial and human resources to allocate in order to enact the policies that are an outcome of taking a gender mainstreaming approach. Gender mainstreaming implies a reallocation of existing funds and human resource.
4. Adapt existing policy techniques and tools, set up new channels of collaboration with women and partner organisations and provide the necessary training for those implementing the policies. All these require both financial and human resources.

SAFEGUARDING POLICIES

Despite all the potential gains that exist from taking part in football, there is increasing recognition that without deliberate efforts from sport organisations, federations and policymakers, we cannot be confident that women and girls will always have a safe experience in the sport.

'Safeguarding' is a key policy area that fosters good governance of sport organisations and protects the integrity of sport. Policymakers have a responsibility to proactively combat the risk of behaviours such as gender abuse, harassment or discrimination, and protect their athletes from harm.¹⁴ Safeguarding policies are targeted to protect children, youth, and other vulnerable groups. Certain groups are particularly vulnerable to mistreatment (such as women and girls). Policies to prevent abuse, sexual exploitation, and violence are necessary conditions for a healthy and sustainable sport for all.¹⁴

DEVELOPING GENDER POLICIES

Inclusive sport policies should be developed through joint planning, co-design, co-responsibility, and generating wider involvement.¹⁵ A range of different actors are involved in sport programmes (public, private, and civil society organisations). Likewise, a number of different sectors, such as education, health and economic development may have policy goals related to sport and recreation. 'Policy coherence' is about alignment between these different levels, promoting collaboration, and avoiding both unnecessary duplication and conflict between policies.¹⁴ Whilst achieving multi-level alignment is not easy, when done successfully it creates the best environment for sport to contribute towards a coordinated effort to promote gender equality.^{14,16}



DEVELOPING GENDER POLICIES ^{14,16}

PLAYS FOR DEVELOPING GENDER POLICY

1

REVIEW CURRENT POLICIES FOCUSED ON GENDER EQUALITY, INCLUSION AND SAFEGUARDING

- Does your organisation have a policy specifically related to gender equality?
- Are the needs of women and girls taken into account in other non-gender specific policies within your organisation?
- Are policies linked to clear goals, strategies, and procedures?
- Are there resources (human and financial) allocated to implement strategies and procedures?

2

REVIEW EXTERNAL GENDER EQUALITY POLICIES AND LEGISLATIVE FRAMEWORKS

- Perform Vertical and Horizontal review of existing gender equality policies.
- What legislations exist in your country for gender equality?
- Which policies align to organisational goals and suit the sport and regions context?

3

CONSULTATION WITH DIVERSE STAKEHOLDERS AND INTENDED BENEFICIARIES

- Adopt a participatory consultation process.
- Involving all relevant stakeholders is key to the success of any policy.
- Give target beneficiary populations (e.g. women and girl participants, coaches, leaders), local government, schools, sport federations and NGOs a platform to share their insights and knowledge.
- Maintain ongoing consultation throughout design, development, implementation and review process.

4

ALLOCATE RESOURCES TO DEVELOPMENT AND DELIVER ON GENDER EQUALITY IN SPORT

- For each policy strategy, allocate resources to ensure activities can be implemented, and local capacity is adequate to deliver.

5

REGULARLY MONITOR AND EVALUATE THE POLICY TO ENSURE IT IS MEETING OBJECTIVES

- Establish a regular review of the policy to ensure it is meeting its objectives.
- Involve beneficiaries, partners and delivery agencies in providing feedback on the outcomes and roll out of the policy.

PLAYS FOR IMPLEMENTING GENDER POLICY

1. CREATE A GENDER POLICY FOR YOUR SPORT THAT ADDRESSES EQUALITY, INCLUSION, SAFEGUARDING AND EQUITABLE FUND UTILISATION

Establish your organisation's commitment to providing gender equality and equity, as well as protecting children and women from harm.

2. ESTABLISH GUIDANCE IN THE EVENT OF GENDER DISCRIMINATION OR SAFEGUARDING CONCERN OR DISCLOSURES

Have a step-by-step guide in place in the event of a gender discrimination or safeguarding concerns. This will enable your organisation to know how to respond quickly, properly, and transparently.

Procedures range from designating a discrimination/safeguarding focal point to outlining how concerns are documented and monitored.

3. PROVIDE TRAINING, ADVICE AND SUPPORT TO STAFF AND PARTICIPANTS TO UPHOLD YOUR POLICY

Those involved with your organisation need to know what their role is in preventing gender discrimination and safeguarding.

Ensure all staff and stakeholders within the sport undergo education and training on the policy.

Create a central location where people with your sport can turn to for information and guidance – not only within your organisation, but externally also.

4. UNDERSTAND AND ADDRESS RISKS THROUGH COMPLETING A RISK ASSESSMENT RELEVANT TO THE POLICY

Understand and identify potential risks to the upholding of the policy, in order to prevent or minimise them.

Complete ongoing risk assessments for sport activities, transport, spaces, and trainings for staff. Continuous monitoring and assessment will help to reduce the possibility of harm.

5. SHARE WITH DELIVERY PARTNERS AND CREATE CLEAR EXPECTATIONS FOR DELIVERY

Ensure all employees and members are aware of the policy and expectations.

Engaging partners in your gender and safeguarding policies adds an extra layer of protection for women and girls.

Set clear and transparent expectations on policy delivery to create strong and supportive partnerships.

6. REGULARLY MONITOR AND EVALUATE THE POLICY TO ENSURE IT IS MEETING OBJECTIVES

Establish a regular review of the policy to ensure it is meeting its objectives.

Involve beneficiaries, partners and delivery agencies in providing feedback on the outcomes and roll out of the policy.



GENDER EQUALITY SCORECARD

TOWARDS AN EQUAL OCEANIA GENDER EQUALITY SCORECARD

Sport organisations have significant influence and opportunity shift the way in which women and girls experience barriers and enablers to engaging in football in the Pacific.

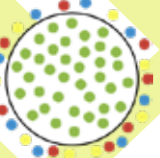




The Gender Equality Scorecard is to be completed on behalf of your sport organisation in order to understand how 'gender equal' your sport organisation is. The scorecard is a practical and simple assessment tool so sport organisations across the Pacific are able to take stock of existing efforts, commitments and programmes to promote gender equality and address violence against women and girls.

The Gender Equality Scorecard includes the following 6 assessment areas: (1) Participation, (2) Coaching, (3) Leadership, (4), Media and Visibility, (5) Ending of Violence Against Women and Girls (EVAWG), and (6) Policy.

Each of these areas are scored against a scale on the gender effectiveness of your organisations, as well as an overall score. The objective of this scoring is to assess what the current level of action and commitment to gender equality and gender violence prevention and response, and to identify which are the areas that require further attention.



GENDER EQUALITY SCORECARD

 <p>GENDER NEGATIVE</p>	 <p>GENDER BLIND</p>	 <p>GENDER TARGETED</p>	 <p>GENDER RESPONSIVE</p>	 <p>GENDER TRANSFORMATIVE</p>
<p>Perpetuates gender inequality by reinforcing unbalanced norms, roles and relations.</p> <ul style="list-style-type: none"> • Privileges males over females • Often leads to males enjoying more rights or opportunities than females 	<p>Ignores gender norms, roles and relations.</p> <p>Fails to acknowledge the different needs of men, women, girls and boys.</p> <ul style="list-style-type: none"> • Very often reinforces gender-based discrimination • Ignores differences in opportunities and resource allocation for males and females • Often constructed based on the principle of being “fair” by treating everyone the same 	<p>Considers gender norms, roles and relations.</p> <p>Focused on gender diversity (50/50)</p> <ul style="list-style-type: none"> • Does not address inequality generated by unequal norms, roles or relations • Indicates gender awareness, although often little-to-no action is developed 	<p>Considers gender norms, roles and relations for males and females, and how these affect access to, and control over resources.</p> <p>Addresses different needs of males and females, but does not address root causes of inequalities.</p> <ul style="list-style-type: none"> • Considers men, women, girls and boys specific needs • Intentionally targets and benefits a specific group of women or girls to achieve certain policy or programme goals or meet certain needs 	<p>Contributes to changes in gender norms, roles, relations, and cultural values that affect access to and control over resources.</p> <p>Addresses the roots of gender inequalities and discrimination.</p> <ul style="list-style-type: none"> • Considers men, women, girls and boys specific needs • Address the causes of gender-based inequities • Includes ways to transform harmful gender norms, roles and relations • Promotes gender equality • Includes strategies to foster progressive changes in power relationships between males and females

Adapted from the Evaluation of UNDP contribution to Gender Equality and Women’s Empowerment, IEO, UNPD, 2015

<h2 style="text-align: center;">PARTICIPATION</h2>	
<p>Goal: Increased female participation in Oceania and development of the female player pathway from entry to high performance</p>	
<p>1.1 Strategy Has a strategy for female participation within your organisation including clear targets for the number of female players and the number of clubs or organisations offering female programmes annually</p>	
<p>1.2 Programmes Delivers women’s only programmes as an entry point to the sport</p>	
<p>1.3 Family Provides opportunities for the whole family to participate together</p>	
<p>1.4 Coaching Utilises inclusive coaching styles to enable and retain female participation and progression into performance pathways</p>	
<p>1.5 Resources Equally allocates equipment and appropriate facilities at all programmes</p>	
<p>1.6 Funding Has ring-fence funding for women and girls sport participation across the player pathway from grassroots to elite.</p>	
<p>1.7 Committee Has a women’s committee with youth representatives to listen to their needs and gather feedback on delivery</p>	
<p>1.8 Education Raises awareness and delivers education programmes on the value of female participation for coaches, parents and key gatekeepers in the community</p>	
<p>PARTICIPATION TOTAL</p>	

Key:
 1 = Not at all
 2 = Rarely
 3 = Sometimes
 4 = Often
 5 = Always

<h2 style="text-align: center;">COACHING</h2>	
<p>Goal: Growing the number of female coaches across Oceania</p>	
<p>2.1 Education Ensures coach education is adaptable and values diversity and qualities of servant leadership</p>	
<p>2.2 Safeguarding Includes safeguarding in coach education programmes and enforce safeguarding mechanisms</p>	
<p>2.3 Strategy Develops and delivers strategies for female coach recruitment</p>	
<p>2.4 Development Provides opportunities for coach development through women coach educators, and co-coaching</p>	
<p>2.5 Visibility Enables visibility of female coaches to inspire future generations</p>	
<p>COACHING TOTAL</p>	

Key:
 1 = Not at all
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 3 = Sometimes
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 5 = Always

LEADERSHIP	
Goal: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in sport in Oceania	
3.1 Commitments Organisation has committed to gender equality in leadership representation including reviewing constitutional documents to ensure women's full and effective participation and equal opportunities for leadership and that they promote equality and non-discrimination	
3.2 Pipelines Has visible leadership pipelines for women and girls in sport in the Pacific	
3.3 Investment Provides investment in female leadership development	
3.4 Men's Programme Engages men in gender inclusion programmes across the Pacific	
3.5 Network Has networks of advocates to share experiences and visibly champion for change	
LEADERSHIP TOTAL	

Key:
 1 = Not at all
 2 = Rarely
 3 = Sometimes
 4 = Often
 5 = Always

MEDIA AND VISIBILITY	
Goal: Equal coverage of male and female sport in the media across Oceania	
4.1 Representation Female representation in media focuses on sport performance rather than gender stereotypes	
4.2 Strategy Has a women's sport media strategy including key partnerships to promote coverage of the female game	
4.3 Promotion Actively promotes women athletes and role models through sport media platforms	
4.4 Programmes Runs programmes targeted at development of female sport journalists and commentators	
MEDIA AND VISIBILITY TOTAL	

Key:
 1 = Not at all
 2 = Rarely
 3 = Sometimes
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 5 = Always

PREVENTING VIOLENCE AGAINST WOMEN AND GIRLS	
Goal: Maximise the contribution of sport to the preventing of violence against women and girls in Oceania	
5.1 Partnership Has safeguarding policies, procedures, codes of conduct and training to ensure women and children can participate without threat of physical or emotional violence	
5.2 Programmes Delivers values-based programmes that challenge social norms about gender roles and stereotypes	
5.3 Policy Has partnerships with local organisations that provide services for women and children	
5.4 Advocacy Delivers advocacy and communication to demonstrate the sport's contribution to gender equality and preventing violence against women and girls	
5.5 Safe Spaces Provides safe spaces where boys and men can reflect on their experience and model new behaviours	
PVAWAG TOTAL	

Key:
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POLICY	
Goal: All sports have policies for gender equality, inclusion, safeguarding and associated ring-fenced budget for women's sport	
POLICY DEVELOPMENT	
6.1 Review Reviews current policies focussed on gender equality, inclusion and safeguarding	
6.2 Align Reviews and aligns policy to external gender equality policies and legislative frameworks	
6.3 Consult Consults with diverse stakeholders and intended beneficiaries	
6.4 Resource Specifically allocates resources to development and deliver on gender equality in sport	
6.5 Monitor Establish monitoring and evaluation frameworks for the policy to ensure it is meeting objectives	
POLICY IMPLEMENTATION	
6.6 Create Has a Gender Policy that addresses equality, inclusion, safeguarding and equitable fund utilisation	
6.7 Guidance Provides guidance on addressing events of gender discrimination or safeguarding concerns or disclosures	
6.8 Training Provides regular training, advice and support to staff and participants to uphold your policy	
6.9 Risks Understands and addresses risks through completing a risk assessment relevant to the policy	
6.10 Share Shares policy with delivery partners and create clear expectations for delivery	
6.11 Monitor Regularly monitors and evaluates the policy to ensure it is meeting objectives	
POLICY TOTAL	

Key:
 1 = Not at all
 2 = Rarely
 3 = Sometimes
 4 = Often
 5 = Always

GENDER EFFECTIVENESS	
PARTICIPATION	
COACHING	
LEADERSHIP	
MEDIA AND VISIBILITY	
PREVENTING VIOLENCE AGAINST WOMEN AND GIRLS	
POLICY	
TOTAL	

Key:
 Using numbers
 1-5 as your vote
 Total Key:
 0-5 Gender Negative
 6-11 Gender Blind
 12-17 Gender Targeted
 18-23 Gender Responsive
 24-30 Gender Transformative

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