



FIFA Women's World Cup 2023 Puawānanga Leverage and Legacy Report



Ministry of Business, Innovation and Employment (MBIE) Hīkina Whakatutuki – Lifting to make successful

MBIE develops and delivers policy, services, advice and regulation to support economic growth and the prosperity and wellbeing of New Zealanders.

This report has been compiled by the Ministry of Business, Innovation and Employment on behalf of the Crown, as co-hosts of the FIFA Women’s World Cup Australia and New Zealand 2023™.

It reflects the views of multiple agencies, both public sector and third-party organisations and as such views may differ.

MORE INFORMATION

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PHOTO CREDITS

Images sourced through FIFA Women’s World Cup 2023, stadia, project owners, Host Cities and Team Base Cities.

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1 Executive Summary

The FIFA Women's World Cup Australia and New Zealand 2023™ (FIFA WWC) was the largest and most successful women's sporting event in our history, exceeding expectations both on and off the field. It captured the hearts of the nation, elevated women's football and women's sport more broadly, generated national pride, and cemented our global reputation as an exceptional major event host and visitor destination.

Co-hosting an event of this magnitude provided an incredible opportunity to maximise the benefits for Aotearoa New Zealand and those living here, and to further champion equality for women and girls, engage our communities and tell our stories to the world.

It was also a unique opportunity for many New Zealanders to experience a high-profile international sporting event, to come together to support our national team on home soil and watch some of the world's best footballers in action.

Records were broken on and off the field as Australia and Aotearoa New Zealand embraced the tournament and got behind women's sport. Attendance records were broken multiple times, firstly at the opening game between the Football Ferns and Norway – which at 42,137 set a new record for attendance at either a men's or women's football match in this country – and finally at the semi-final with a crowd of 43,217.

Overall, more than 700,000 people attended matches in Aotearoa New Zealand and 97% of those surveyed said they were satisfied or *very* satisfied with their FIFA WWC experience. Almost 27,000 were international visitors who followed the tournament to our shores and experienced a world-class holiday experience while they were here.

People tuned in to watch matches from around the world as well, with a 2 billion total global media engagement. Here in Aotearoa New Zealand, the tournament was also a hot topic in many households, with nearly 60% of Kiwis tuning in to watch a game on TV or online. With the eyes of the world on us, we were able to showcase our country, people, culture and stories to an enormous global audience.

While the on-field action captivated the nation and created great excitement and fun, the economic results were also very strong, with the return on government investment, international visitation and attendance numbers all significantly exceeding expectations. The net benefit to Aotearoa New Zealand was \$109.5 million and, for every dollar spent on the tournament, the return to New Zealand was \$1.34.

The FIFA WWC was the third of three women's world cup events hosted in Aotearoa New Zealand in an 18-month period, following the successful delivery of the women's Cricket and Rugby World Cups in 2022. Hosting these three events in quick succession was a deliberate strategy to elevate women's sport and provide a platform for gender equality in sport and society more generally.

Surveys undertaken after the FIFA WWC showed the tournament positively influenced how New Zealanders perceive and engage with women's sport. Almost all (98%) of spectators felt the event increased the visibility of women's sport, and half of them reported recently advocating for, or encouraging others, to watch women's sport – up from 38% in 2022.

To ensure the FIFA WWC transformed lives, empowered and inspired young women and girls, the Ministry of Business, Innovation and Employment (MBIE) worked with other government agencies and mana whenua to create the Puawānanga Leverage and Legacy Programme to drive social, cultural, environmental and economic benefits for Aotearoa New Zealand. The name Puawānanga was inspired by a native plant that climbs from the forest floor to the canopy above to seek the sunlight in which it blooms, making it a suitable metaphor aligning with 'Beyond Greatness', FIFA's slogan for the FIFA WWC.

The Puawānanga Leverage and Legacy Programme aimed to achieve outcomes in four key focus areas or pou (pillars):

- Mana Wāhine (raising the profile of women and girls in sport and wider society)
- Te Tangata (thriving communities)
- Te Ao (enhancing our international relationships)
- Ōhanga (economic growth).

While football was the thread that tied the pou together, the greater emphasis was on the FIFA WWC’s vision to inspire, unite and transform lives. The tournament, together with about 50 initiatives that were successfully delivered through the government’s Puawānanga Leverage and Legacy Programme, impacted the lives of hundreds of thousands of people across the country and internationally.

The wide range of initiatives funded through the programme enabled all parts of our communities to participate in the event. Projects ranged from opportunities that provided young girls with leadership and resilience skills and helped them explore career pathways, and a learning module that helped kids across the country learn about culture and society through the lens of football, to funds that provided support to wāhine (women) and girls who may otherwise face barriers to participation to take part in sports and physical activity, as well as a crowdfunding project to plant tens of thousands of native trees in Aotearoa New Zealand to leave behind an environmental legacy from the tournament. Projects also celebrated our national history and unique culture, which was broadcast around the world – from pōwhiri (official Māori welcome), team welcomes and bilingual signage and the inclusion of te reo Māori (the Māori language) and poi in venues and Fan Festivals around the country to Māori street art being painted live during the tournament.

A Puawānanga Leverage and Legacy Fund was established to support some of the initiatives. Government agencies also delivered some programmes from within their own baseline budgets, and the Department of Internal Affairs established a one-off Lotteries Grants Board Hine te Hiringa Fund to support local projects that would empower women and girls.

The government invested \$24 million towards significant upgrades at 30 sporting facilities earmarked for the tournament, including Team Base Camps. The upgrades involved pitch, lighting and facility enhancements, stadia overlay and gender-neutral changing spaces, all of which were critical to the tournament’s success and will also benefit local communities, football clubs and many sporting codes that use these facilities now and in the future.

The football community and cities around the country also delivered programmes and activities that excited, engaged and gave back to Kiwis, uniting people in the spirit and excitement of the tournament.

All these initiatives contributed to the incredible overall success of Aotearoa New Zealand’s co-hosting of the FIFA WWC. While history was made on the field, it was some of the life-changing opportunities made available to our communities off the field that had the biggest impact in this country. This report primarily focuses on the work the government did in the leverage and legacy space to maximise the benefits of co-hosting the FIFA WWC. Details of all the Puawānanga leverage and legacy projects and their outcomes are outlined in Sections 5 to 8, organised under each of the four pou from the Puawānanga Outcomes Framework (see **Appendix Two**). The content for each project was provided by the organisations, agencies, or iwi (tribe) that delivered them. A glossary of terms is available at **Appendix One**.



Latiyah posing with poi as part of the Poi Tukua campaign.



2 FIFA Women's World Cup 2023™

Background

The FIFA WWC was the largest women's sporting event in history, captivating a global audience of well over a billion people and was one of the most significant events our country has ever hosted. It included three events:

1. **The Draw** in Auckland on 22 October 2022.
2. **The Play-Off Tournament**, hosted in Hamilton and Auckland between 17 and 23 February 2023.
3. **The FIFA Women's World Cup Tournament**, co-hosted in New Zealand and Australia between 20 July and 20 August 2023, with 32 teams playing 64 games over 32 days.

Matches were played in nine Host Cities across the two countries. In Aotearoa New Zealand, Auckland (Tāmaki Makaurau), Hamilton (Kirikiriroa), Wellington (Te Whanganui-a-Tara) and Dunedin (Ōtepoti) hosted 29 of a total 64 matches for the tournament.

FIFA also introduced a new Team-Base Camp system for this tournament so, in addition to the four Host Cities, teams were also based in Tauranga, Palmerston North (Te Papaioea) and Christchurch (Ōtautahi) during the group stage of the tournament.

2.1 The Road to the Tournament

In an incredible moment for our country and women's sport, on **26 June 2020**, FIFA announced that Aotearoa New Zealand and Australia had won the joint bid to co-host the FIFA WWC from 20 July – 20 August 2023.

In **April 2021**, FIFA announced that Aotearoa New Zealand would host the opening ceremony and game, a quarter-final and a semi-final; Australia would host the final, three quarter-finals and a semi-final. It also announced that the Host Cities and stadia for the tournament would be:

- Adelaide / Tarntanya – Hindmarsh Stadium
- Auckland / Tāmaki Makaurau – Eden Park
- Brisbane / Meaanjin – Brisbane Stadium
- Dunedin / Ōtepoti – Dunedin Stadium
- Hamilton / Kirikiriroa – Waikato Stadium
- Melbourne / Naarm – Melbourne Rectangular Stadium
- Perth / Boorloo – Perth Rectangular Stadium
- Sydney / Gadigal – Stadium Australia and Sydney Football Stadium
- Wellington / Te Whanganui-a-Tara – Wellington Stadium.

In **July 2021**, the New Zealand and Australia FIFA organising entities were established, reporting directly to FIFA in Zurich. The New Zealand entity is referred to as the Local FIFA Subsidiary (LFS) and was based in Auckland.

In **December 2021**, the match schedule was announced. Aotearoa New Zealand was set to host 16 teams and 29 of the 64 matches over the 32 days of the tournament, including the much-anticipated opening game, two quarter-finals and a semi-final – a total of 24 group matches and five knock-out matches.

In **May 2022**, FIFA announced that the Draw for the FIFA WWC would be held in Auckland/Tāmaki Makaurau on **22 October 2022**. Taking place in Aotea Centre, the globally televised draw show revealed the match fixtures for the 32 teams competing in the ninth edition of the Cup. It was also confirmed that ten teams would compete for the final three slots at the first ever Play-Off Tournament in Auckland/Tāmaki Makaurau and Hamilton/Kirikiriroa from **17 to 23 February 2023**.

2.2 An Historic Tournament of Firsts

The ninth edition of the FIFA WWC introduced a number of firsts. It was the biggest ever, with 32 teams – the same as the men’s World Cup – reflecting the huge growth in the women’s game. It was the first women’s event to be co-hosted by two countries and the first to be played in the Southern Hemisphere. It was also the first FIFA World Cup (men’s or women’s) to be co-hosted by two football confederations (Oceania and Asia).

For the first time ever, FIFA also introduced a Play-Off Tournament (POT) in which 10 teams vied for the last three spots to play in the tournament. The inaugural POT was held from 17 to 23 February 2023. It was the first time Host Cities were referred to in both English and the indigenous language of each country.

2.3 The Draw

A significant event in its own right, it was a real coup for Aotearoa New Zealand to host the official Draw for the tournament. A live, global broadcast event, it included nearly 800 FIFA representatives, well-known football players, team representatives, sponsors, dignitaries and media from the football world.

The Draw determined which pool (and therefore which country) the 32 teams would play in for the group stage of the tournament. The event took place at the Aotea Centre, Auckland on 22 October 2022 prior to the completion of qualifications. Guests included the FIFA President and Secretary-General, then-New Zealand Prime Minister the Rt Hon Jacinda Ardern and Australian Federal Minister for Sport, Hon Anika Wells, alongside FIFA Legends. [Tazuni™](#), the Official Mascot of the FIFA WWC, made her global debut at the Draw.

The Draw **generated more than 235 pieces of media coverage with a potential global audience of 16.57 million.**¹

The Draw period was the beginning of the Crown’s leverage activities. New Zealand Story launched the EyesOnNZ website to raise the profile of the Draw and the tournament, and organised a large-scale pōwhiri with Ngāti Whātua Ōrākei and Tātaki Auckland Unlimited in Auckland to welcome FIFA staff, teams, media and sponsors to the country, and to showcase our unique culture to the globe while the eyes of the world were on us.

This pōwhiri set the scene for what our manuhiri (visitors) could expect from us as co-hosts and was the first opportunity to broadcast our unique Māori culture to the world.



Female performers at the pōwhiri (welcome ceremony) for the Draw in Auckland. Credit: New Zealand Story.

¹ Figures provided by the Local FIFA Subsidiary (LFS) for New Zealand.

To ignite excitement for Aotearoa New Zealand through global coverage of the Draw, Tourism New Zealand (TNZ) also partnered with Ngāti Whātua Ōrākei and the Football Ferns to create the invitation to the world. A video² was shot at Eden Park to extend a powerful welcome to incoming teams and international visitors for the tournament. The video featured the wero (challenge), or laying down of the taki, joined by two Football Ferns, Claudia Bunge and Paige Satchell, as a formal invitation to the qualified nations and their fans.

“The hope is that countries visiting will see the point of difference that only Māori and Aotearoa can offer.”

Graham Tipene, Ngāti Whātua Ōrākei

“I can’t wait for people to see more of Aotearoa New Zealand next year, I’m really proud to be a Kiwi and it was awesome to take part in the welcome. Standing next to the amazing group from Ngāti Whātua Ōrākei and sharing our culture with the world was a humbling and powerful experience,”

Claudia Bunge, Football Fern

The welcome content was customised and extended to individual teams who were drawn to be based here throughout the tournament – extending a message that we looked forward to saying Kia Ora (hello) and sharing our unique spirit of manaakitanga (hospitality) with each of the teams, their fans, their friends and their whānau (family). The **video had just under a million total views** and **delivered 1.2 million total impressions**.

2.4 The Play-Off Tournament

The Play-Off Tournament (POT)³ was the first-ever FIFA tournament of its kind. Aotearoa New Zealand was confirmed as the sole host nation on 4 July 2022, with Auckland and Hamilton named as Host Cities.

It took place from 17 to 23 February 2023⁴ and featured 10 teams, representing six confederations, which were competing for the last three spots in the main tournament.

New Zealand and Argentina (guest teams) participated in friendly matches as part of the event, first against one of the seeded teams in Groups A and B, and then twice against each other. Friendly matches also took place between the semi-final loser of Groups A and B, as well as the two semi-final losers of Group C, thereby ensuring that all play-off teams played two matches at the event.

The New Zealand Football Ferns played three international friendly matches during the Play-Off Tournament, once against Portugal, and twice against Argentina.

2.4.1 TEAMS COMPETING IN THE PLAY-OFF TOURNAMENT IN NEW ZEALAND

Region	Confederation	Teams
Asia	AFC	Chinese Taipei, Thailand
Africa	CAF	Cameroon, Senegal
North and Central Americas	CONCACAF	Haiti, Panama
South America	CONMEBOL	Paraguay, Chile
Oceania	OFC	Papua New Guinea

² Tourism New Zealand’s [‘We welcome you’ video](#).

³ The official [match schedule for the Play-Off Tournament](#).

⁴ The official Play-Off Tournament matches were held between 18 February and 23 February. Two friendly matches were played on 17 February – New Zealand vs. Portugal and Argentina vs. Chile.

Europe	UEFA	Portugal
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The three teams that qualified for the FIFA WWC 2023 were Portugal (winners of Group A), Haiti (winners of Group B), and Panama (winners of Group C).

There were **22,769 spectators in stadia across the 13 matches**, including 6,637 at qualifying matches and 16,132 at friendly matches. Extensive flooding⁵ in several regions immediately prior to the Play-Off Tournament may have impacted the match attendance figures.

2.5 The FIFA Women’s World Cup 2023™ Tournament

2.5.1 QUALIFIED TEAMS

The following 32 teams qualified for the FIFA WWC, with those in bold qualifying for the first time ever:

Argentina, Australia (host), Brazil, Canada, China PR, Colombia, Costa Rica, Denmark, England, France, Germany, **Haiti, Ireland**, Italy, Jamaica, Japan, Korea Republic, **Morocco**, the Netherlands, New Zealand (host), Nigeria, Norway, **Panama, the Philippines, Portugal**, South Africa, Spain, Sweden, Switzerland, USA, **Vietnam** and **Zambia**.

2.5.2 TEAMS THAT WERE BASED IN NEW ZEALAND DURING THE GROUP STAGE

Group A	Group C	Group E	Group G
New Zealand	Spain	USA	Sweden
Norway	Costa Rica	Vietnam	South Africa
The Philippines	Zambia	The Netherlands	Italy
Switzerland	Japan	Portugal	Argentina

2.5.3 TEAMS THAT WERE BASED IN AUSTRALIA DURING THE GROUP STAGE

Group B	Group D	Group F	Group H
Australia	England	France	Germany
Republic of Ireland	Haiti	Jamaica	Morocco
Nigeria	Denmark	Brazil	Colombia
Canada	China PR	Panama	Korea Republic

2.5.4 TEAM BASE CAMPS

For the first time in FIFA Women’s World Cup history, teams competing in the FIFA WWC had dedicated Team Base Camps – a ‘home away from home’ for teams, including a training site and accommodation. In Aotearoa New Zealand, 16 Team Base Camps were confirmed in the four Host Cities and three regional centres (Tauranga, Palmerston North and Christchurch) for the 16 teams based in Aotearoa New Zealand.

⁵ Caused by Cyclone Gabrielle which struck multiple regions of Aotearoa New Zealand from 12 to 17 February 2023.



			FIFA WOMEN'S WORLD CUP AU-NZ 2023™ Team Base Camps				
	TEAM	TRAINING SITE	ACCOMMODATION		TEAM	TRAINING SITE	ACCOMMODATION
GROUP A	New Zealand	Keith Hay Park Auckland / Tāmaki Makaurau	Pullman Auckland Hotel & Apartments	GROUP B	Australia	Queensland Sports & Athletics Centre Brisbane / Measlin	Rydgcs South Bank Brisbane
	Norway	Seddon Fields Auckland / Tāmaki Makaurau	M Social Auckland		Republic of Ireland	Meakin Park Brisbane / Measlin	Emporium Hotel South Bank
	Philippines	Olympic Park Auckland / Tāmaki Makaurau	Mövenpick Hotel Auckland		Nigeria	Lions FC Stadium Brisbane / Measlin	Softel Brisbane Central
	Switzerland	Tahuna Park Dunedin / Ōtepoti	Distinction Dunedin Hotel		Canada	Olympic Park, Heidelberg West Melbourne / Naarm	Mercurc Melbourne Doncaster
GROUP C	Spain	Massey Sport Institute Palmerston North / Te Papaiaea	Cophthorne Hotel Palmerston North	GROUP D	England	Central Coast Stadium Central Coast / Darkinjung	Crowne Plaza Terrigal Pacific
	Costa Rica	Ngā Puna Wai Sports Hub Christchurch / Ōtautahi	Distinction Christchurch Hotel		Haiti	Percy Doyle Reserve Perth / Boorloo	Rendezvous Hotel Perth Scarborough
	Zambia	Korikori Park Hamilton / Kiriikiria	Novotel Tainui Hamilton		Denmark	Kingsway Reserve Perth / Boorloo	DoubleTree by Hilton Waterfront
	Japan	Christchurch Stadium Christchurch / Ōtautahi	Rydgcs Latimer Christchurch		China PR	Croatian Sports Centre Adelaide Adelaide / Tarranunga	Pullman Adelaide
GROUP E	USA	Bay City Park Auckland / Tāmaki Makaurau	SOJ Auckland	GROUP F	France	Valentine Sports Park 1 Sydney / Gadigal	Grand Mercure Hills Lodge
	Vietnam	Fred Taylor Park Auckland / Tāmaki Makaurau	Rydgcs Auckland		Jamaica	Victorian State Football Centre Melbourne / Naarm	Novotel Melbourne Preston
	Netherlands	Bay Oval Tauranga	Trinity Wharf Tauranga		Brazil	Moreton Bay Central Sports Complex Moreton Bay / Kabi Kabi	Best Western Hotel North Lakes
	Portugal	Māngere Centre Park Auckland / Tāmaki Makaurau	Waipuna Hotel & Conference Centre		Panama	Adelaide United Training Centre Adelaide / Tarranunga	The Playford MGallery Hotel Collection
GROUP G	Sweden	NZ Campus of Innovation & Sport Wellington / Te Whanganui-a-Tara	NZCIS Accommodation Wellington	GROUP H	Germany	Central Coast Regional Sporting & Recreation Complex Central Coast / Darkinjung	Mercurc Kooindah Waters
	South Africa	Porirua Park Wellington / Te Whanganui-a-Tara	InterContinental Hotel Wellington		Morocco	Galvin Park Reserve Melbourne / Naarm	Lancemore Mansion Hotel Werribee Park
	Italy	Shepherds Park Auckland / Tāmaki Makaurau	Grand Millennium Auckland		Colombia	Marconi Stadium Sydney / Gadigal	Mercurc Sydney Liverpool
	Argentina	Michaela Ave Reserve Auckland / Tāmaki Makaurau	Novotel Ellerslie		Korea Republic	Campbelltown Sports Stadium Sydney / Gadigal	Rydgcs Campbelltown

FIFA Women's World Cup 2023™ developed its approach to the use of Australian Traditional Place names through detailed consultation with key Aboriginal stakeholders. We acknowledge that identifying the appropriate Traditional Name, name is a complex process that reflects the diversity & complexity of First Nations communities. We also acknowledge and deeply value the differences in how First Nations communities approach the use of Traditional Place names, language, spelling and dual naming conventions. If you would like to provide any feedback please contact td@fifa.com

“Team Base Camps” graphic of each team’s group, training site and accommodation. Credit: [FIFA’s website](https://www.fifa.com).

2.6 The Impacts of COVID-19

In December 2019, the first case of COVID-19 was identified in Wuhan, China. On 30 January 2020, the World Health Organisation (WHO) declared the outbreak constituted a Public Health Emergency of International Concern (PHEIC). This triggered recommendations to all countries aimed at preventing or reducing the cross-border spread of disease. On 10 March 2020, the WHO declared COVID-19 a pandemic.

Aotearoa New Zealand reported its first case on 28 February 2020. On 14 March 2020, the Government announced those entering the country would need to isolate for 14 days and on 19 March the borders closed to all but returning New Zealand citizens and permanent residents. On 21 March 2020, the Government introduced a four-tiered ‘Alert Level’ system to help to manage and minimise the risk of COVID-19. Alert Levels were applied to a town, region or the whole country and ranged from minor restrictions (Level 1) to ‘lockdown’ style measures (Level 4). The border re-opened to all at 11.59pm on 31 July 2022.

COVID-19 had a material impact on the *planning* for FIFA WWC in that when the borders were closed, FIFA Zurich and other key FIFA staff were not able to travel as frequently to Australia and Aotearoa New Zealand as they might have for planning, technical visits and site inspections. While this caused some delays in planning, decision-making and announcements, it did not have a material impact on the overall delivery of the tournament. It is unclear what impact COVID had on wider outcomes, including international visitors given the rise in travel costs.

For the Crown, the main impacts of the pandemic were that a significant number of government employees and resources were diverted or re-assigned to Aotearoa New Zealand’s ongoing response to the pandemic. Agency budgets were also tighter than they might have been without the pandemic. From a leverage and legacy perspective, it also meant that lead-in times were shorter than anticipated.

3 Leverage and Legacy Introduction

The FIFA WWC rounded off an amazing two years when Aotearoa New Zealand was at the heart of women's sport internationally. In 2022, we hosted the women's Rugby World Cup, the ICC Cricket World Cup and the IWG World Conference on Women and Sport. Hosting these events in quick succession was a deliberate strategy⁶ to elevate women's sport in Aotearoa New Zealand and provide a platform for gender equality in sport and in society more generally. The three world cup events were all huge milestones in raising the value and visibility of women's sport, growing female participation, and creating new female sporting heroes and leaders.

3.1 Government Investment in the Event

The New Zealand Government invested about \$55 million to support the co-hosting of the FIFA WWC. This included about \$24 million for significant upgrades to sporting facilities, such as gender-neutral changing room upgrades, lighting and pitch enhancements, and stadia overlay (this includes \$5 million from Sport New Zealand specifically for legacy gender-neutral upgrades). Government funding also went towards a comprehensive leverage and legacy programme, event delivery costs, New Zealand Football's (NZF's) legacy programme, as well as covering government costs associated with supporting the seamless, world-class delivery of the event.

This investment ensured a successful tournament was delivered and helped maximise the benefits of co-hosting the largest women's sporting event in the world, for Aotearoa New Zealand and for New Zealanders. It helped to leverage the event at home – in particular, supporting and growing the involvement of women and girls in all aspects of sport and wider society – and will leave a lasting legacy for our communities in years to come.

The Minister for Sport and Recreation was the lead minister for the event, and the Ministry of Business, Innovation and Employment (MBIE) was the lead government agency responsible for supporting the successful delivery of the tournament. MBIE's role involved coordinating and leading the Trans-Tasman relationship with the Australian Government, the All-of-Government (AOG) operational delivery, and the relationship with FIFA and NZF. The AOG group involved government agencies like NZ Police, Fire and Emergency NZ, Customs and Immigration New Zealand, and more, and played a critical role in the planning, preparation and successful delivery of the tournament.

3.2 Maximising the Benefits with a Leverage and Legacy Programme

The FIFA WWC was the largest women's sporting event in history. Co-hosting an event of this magnitude was an incredible opportunity to maximise the benefits for Aotearoa New Zealand and New Zealanders, as well as further champion equality for women and girls, engage our communities, tell our stories to the world and to create lasting benefits for our country and our communities.


To ensure this happened, MBIE worked with other government agencies to create Puawānanga, a comprehensive programme of projects, events and activities designed to drive social and economic benefits for Aotearoa New Zealand, both here and overseas. The name Puawānanga was inspired by a native plant that climbs from the forest floor to the canopy above to seek the sunlight.

The Government set aside \$10 million for Puawānanga, to support projects to achieve outcomes in four areas:

- *Mana Wāhine (raising the profile of women and girls in sport and wider society)*
- *Te Tangata (thriving communities)*
- *Te Ao (enhancing our international relationships)*
- *Ōhanga (economic growth).*

This report focuses on the programme of leverage and legacy activities undertaken by Crown agencies and mana whenua (aligned to Host Cities) to maximise the opportunities presented by the tournament for Kiwis and communities. It is one of a suite of reports which together provide a comprehensive description of central and local government activities relating to FIFA WWC and the final event reports from FIFA. The reports being publicly released by Crown and local Councils are:

⁶ As part of the Government's [Women and Girls in Sport and Active Recreation Strategy](#).

- 
- *Striking Success: Co-hosting the FIFA Women's World Cup 2023™*
 - *FIFA Women's World Cup 2023™ Puawānanga Leverage and Legacy Report*
 - *FIFA Women's World Cup 2023™ National Economic Impact Evaluation*
 - *FIFA Women's World Cup Australia & New Zealand 2023™ Host City Impact Evaluation (each Council)*
 - *FIFA Women's World Cup 2023™ Tāmaki Makaurau Auckland Host City Report.*

3.3 What is Leverage and Legacy?

Leverage and legacy are the broader and longer-lasting national and local benefits that are set in motion and then realised as part of an event. In essence, the concept of leverage and legacy is all about driving the wider impact an event can deliver to our communities and to our country.

Leverage: these are the extra benefits that can be gained from the event itself and the event platform. These benefits are likely to be outside the immediate scope of event planning and require additional action from stakeholders to be realised for the respective sector, region and/or country.

Legacy: these are the lasting or long-term benefits achieved through the event itself, the exposure created by the event, or specific activities associated with the event. Exploring these opportunities requires a partnered approach, and a deliberate and focused action plan to ensure lasting, positive benefits are delivered to the respective sector, region and/or country.

3.4 FIFA Leverage and Legacy

FIFA Vision: Uniting the world through a unique experience that will inspire people and transform lives.

FIFA Mission: Showcase the world's best female players, engage audiences with a world class event, exceptional storytelling and blaze a trail for women's empowerment.

To deliver on the vision and mission, the FIFA WWC tournament organisers delivered a series of engagement, sustainability and marketing activities, as well as other activities that would leave an enduring legacy from the event. These included everything from the Unity Pitch, FIFA Fan Festivals, a pop-up community activation kit, a global Trophy Tour and a schools' programme that ran across both host countries, through to the Beyond Greatness Ambassadors.

FIFA also launched the first-ever FIFA Women's World Cup legacy programme⁷ with the aim of capturing the long-standing impact of hosting the tournament, beginning with the 2023 edition.

The five-year legacy programme involves working with stakeholders to track the growth of the game and includes regular reports published at the end of the tournament that monitor and assess several key objectives⁸. The aim of the programme is to support hosts Australia and Aotearoa New Zealand, as well as the Asian Football Confederation (AFC) and Oceania Football Confederation (OFC), as they deliver legacy programmes and use the power of football to develop women's football, on and off the pitch.


FIFA monitored participation numbers among players, coaches, referees and leaders in both Australia and Aotearoa New Zealand, as well as in the AFC and OFC. The programme also highlights and showcases best practice examples of how each stakeholder has successfully developed the women's game in their country.

3.4.1 A SUCCESSFUL CELEBRATION OF WOMEN'S SPORT

The success and profile of the tournament and on-field action continued to shine a light on the value and visibility of women's sport. The talent and athleticism of the athletes on show will stand as an ongoing inspiration to a generation of tamariki (children).

⁷ At the time of publication of this report, FIFA WWC had not published its Legacy Report.

⁸ <https://www.fifa.com/fifaplus/en/tournaments/womens/womensworldcup/australia-new-zealand2023/information/legacy-programme>



Bidding to co-host this event was part of the government’s strategy to elevate women and girls’ sport in Aotearoa New Zealand⁹. Record-breaking audiences both at venues and in broadcast meant that more New Zealanders were able to witness women’s sport than ever before, building on the trajectory of the women’s Cricket and Rugby World Cups in 2022. Furthermore, the event provided the platform to advance women and girls in football and broader sport outcomes across Aotearoa New Zealand.

A key government objective of co-hosting the FIFA WWC was “increasing the visibility of, and value placed on, women in sport and wider society”¹⁰ and a number of initiatives were designed to deliver on that objective, including It’s Time (see page 34). Evidence from post-event surveys¹¹ of FIFA WWC spectators and volunteers indicates that this objective was achieved:

- 98% of spectators, 99% of volunteers and 78% of non-attendees felt that the FIFA WWC increased the visibility of women’s sport in New Zealand
- 87% of spectators and 90% of volunteers felt that the FIFA WWC had improved their understanding and appreciation of women’s sport.

The tournament generated unprecedented levels of media coverage for women’s sport in Aotearoa New Zealand. A separate media and gender study¹² conducted by Sport NZ found that “the FIFA Women’s World Cup 2023 had the highest impact on gender balance since the beginning of this study, with coverage of women’s sport accounting for 45.5% of all sport news coverage during the tournament period”.

In terms of visibility, women’s coverage actually outstripped male coverage – 52% to 44%, over the 32 days of the FIFA WWC. Many of these outcomes are explored in more detail throughout this report.

3.4.2 HOW FIFA EMBRACED MĀORI CULTURE

There was greater visibility of indigenous culture evident in this tournament from FIFA, Host Cities and government agencies. FIFA had a strong focus on recognising and embracing the unique cultures of the host countries, including examples of mahi (work) that have not been seen before in major events hosted here.

“More than any previous tournament, the Women’s World Cup in Australia and New Zealand has leaned into both including and showcasing the Indigenous cultures of both nations.”

The Associated Press

3.4.2.1 The first-ever FIFA cultural panel – First Sisters of Country (FSOC)

In a world first for FIFA, it established an **all-wāhine cultural panel** to ensure the unique indigenous cultures of both countries were respected throughout all aspects of the FIFA WWC. Named *First Sisters of Country, whānau by sea and sky* it was made up of six women – three Māori and three First Nations’ Australians.

Set up to provide cultural input to ensure First Nations’ and tangata whenua voices informed cultural engagement initiatives and to ensure the tikanga and values of both countries were upheld during the tournament, it provided advice and guidance on a range of kaupapa (topics), including the cultural elements in pre-match ceremonies, team welcomes and the opening and closing ceremonies.

“An important step in the delivery and preparation of the tournament was the establishment of an all-women cultural advisory panel to create enduring relationships in partnership with First Nations and Māori communities and to ensure meaningful engagement and inclusion for all cultural touchpoints across

⁹ As part of the Government’s [Women and Girls in Sport and Active Recreation Strategy](#).

¹⁰ Puawānanga Outcomes Framework, Maximising the impacts and benefits of the FIFA WWC for Aotearoa New Zealand.

¹¹ [FIFA Women’s World Cup 2023 National Economic Impact Evaluation](#).

¹² [Media and Gender Study – FIFA Women’s World Cup Case Study](#) (December 2023).



the tournament.”
Gianni Infantino, FIFA President

Other work the panel supported was the use of traditional place names in tournament communications and te reo Māori in signage. Some other clear visual elements the panel influenced during the tournament was the inclusion of First Nations and Māori flags in stadiums, cultural elements in pre-match ceremonies and team welcomes, and a highly visible presence at the opening ceremony.

The panel also provided guidance on other milestone achievements such as creating a bi-national tournament, acknowledgement to both First Nations and Māori communities, joining as members to Indigenous-led business networks to encourage FIFA and the tournament to invest in First Nations and Māori businesses, and a number of other significant cultural actions.

3.4.2.2 The Draw

The Draw live show in Auckland on 22 October 2022 included dual indigenous cultural performances which provided an opportunity to showcase to the world what is culturally important for our nations.



FIFA President Gianni Infantino during the wero (challenge) at the pōwhiri before the Draw. Credit: New Zealand Story

3.4.2.3 The Opening Ceremony

On 20 July 2023 Aotearoa New Zealand hosted the opening match and ceremony of the FIFA WWC. The beautiful game, female empowerment and the indigenous cultures of the co-hosts were the dominant themes in the official Opening Ceremony at Auckland’s Eden Park. Commencing with pōwhiri, firstly to our co-hosts (and indigenous brothers and sisters from Australia), then also to the competing nations, the ceremony then featured a video in which the story of Maui was portrayed on the screen acknowledging Aotearoa New Zealand. The cast included 240 local performers, with more than 45 First Nations’ and Māori performers.

After the Opening Ceremony, news headlines across the globe highlighted the celebration of indigenous cultures.

World Cup opening ceremony provides stunning start to tournament with a mix of Māori and Australian Indigenous cultures front and centre at Eden Park

“... a dazzling display rich with Māori and First Nations traditions and imagery, showcasing both New Zealand and Australian heritage and landscapes”.

Daily Mail UK

3.4.2.4 Other examples of celebrating Māori culture

Other examples where aspects of Māori and First Nations’ culture were incorporated included:

- **The brand design:** Māori and First Nations’ design elements were incorporated into the branding and FIFA worked with a Māori weaver from Ngāti Porou to develop the tāniko (traditional weaving technique) element into the brand.
- **The brand launch:** when FIFA launched its brand, the first words in the launch video were te reo Māori.
- **Bilingual place names:** this was followed by the use of bilingual place names for the Host Cities, which was a first for FIFA and continued throughout online content, broadcasts and signage.
- **Pōwhiri:** or traditional welcoming ceremonies were held for FIFA officials during site visits and inspection tours in the early planning stages, as well as for teams and officials on arrival for the tournament.

“I don’t think we’ve ever had a cultural welcome like that in any of the places we’ve had a World Cup before.”

US player, Kelley O’Hara

“I can’t remember the number of conversations I’ve had with people from overseas, who have commented about how special it is to have a ‘Welcome to Country’ in First Nations and in Māori when the teams are coming onto the field. People think that is so special, and it is, and it’s so unique. And how amazing that these two beautiful cultures are being shown, literally, to the entire globe.”

Sarai Bareman, FIFA Chief Women’s Football Officer

- **Te reo Māori signage** was included in stadia and used alongside English to refer to place names. The **use of te reo and bilingual signage** was also adopted outside of stadia and by the Host Cities, for example, in wayfinding signage and te reo announcements in railway stations and on other public transport.
- FIFA agreed to **fly indigenous flags in stadia**, which was unprecedented. It was also significant for Aotearoa New Zealand, as the Tino Rangatiratanga flag has not been flown at any World Cup in the last decade.



The Tino Rangatiratanga flag flying with the New Zealand flag at a FIFA WWC venue. Credit: Veronique Basso.

3.4.3 FIFA FAN FESTIVALS



Tazuni™, the official mascot, at the Unity Pitch during FIFA WWC Play-Off Tournament. Credit: Kevin Wang – FIFA, 2023 FIFA.

During the FIFA WWC there were FIFA Fan Festivals in each Host City (Dunedin, Wellington, Hamilton and Auckland). More than 170,000 fans visited the FIFA Fan Festivals in the four New Zealand Host Cities.

All FIFA Fan Festivals were free to enter and provided a vibrant destination to celebrate the global game and experience the best in football, music, entertainment, local culture, food and games. People also gathered at the Fan Festivals to watch the matches that were livestreamed on big screens at each venue.



3.5 Host Cities' Leverage and Legacy Activities

The four Host Cities (Auckland/Tāmaki Makaurau, Dunedin/Ōtepoti, Hamilton/Kirikiriroa, Wellington/Te Whanganui-a-Tara) and three additional Team-Base Camp Cities (Tauranga, Palmerston North/Te Papaioea, Christchurch/Ōtautahi) played an integral role in the success of the tournament. They welcomed the teams, FIFA and visitors to their cities, and worked closely with FIFA and central government in the lead up to and during the tournament to ensure the successful delivery of the FIFA WWC and an exceptional experience for our manuhiri (visitors). They also worked hard to engage their local communities to make sure they had opportunities to be involved with this incredible event.

3.5.1 AUCKLAND / TĀMAKI MAKAUURAU

The FIFA WWC surpassed expectations from the incredible opening match between New Zealand and Norway at Eden Park, with several history-making records being set in Auckland. More than **340,000 fans witnessed the world's best footballers at Eden Park** representing an **average crowd of 38,069** across the nine Auckland matches. The **record crowd** for a football match in Aotearoa New Zealand – women's or men's – **was broken three times in Auckland: a capacity crowd of 43,217 was achieved for the final three matches** at Eden Park.

In addition, almost **100,000 people went to the FIFA Fan Festival** at The Cloud on Queen's Wharf, which was open for the duration of the tournament and free for all ages. The vibrant destination provided exciting entertainment to celebrate the best in football, music (with performances from JessB, Ladi6, Tuawahine, Hollie Smith and Kaylee Bell), entertainment, local culture, food and games.

Eight of the 32 teams made Auckland their home for the group stage of the tournament and 11 training venues across the region were upgraded, creating a lasting legacy for the region, for communities and for other sporting codes.

These upgrades included gender-neutral facilities at eight football clubs which will also support the long-term participation of women and girls at club level, and the installation of **32 new light towers at 15 pitches that will collectively allow for an additional 315 hours of playable hours of sport every week**. This brings more opportunities for sports and recreation and an increased field capacity which supports the development of stronger clubs and more active, healthier communities.

In other leverage and legacy projects, a campaign celebrated wāhine toa (female leaders) with videos of incredible women talking about their careers, communities and what hosting the tournament meant to them. The Te Hine O Te Kura Youth Symposium helped to break down menstrual equity barriers to participation in sport and education, creating a meaningful legacy resource of assets that will endure and support rangatahi now and in the future. **Hundreds of volunteers planted 5,000 native trees** at Puhinui Reserve to celebrate FIFA and make a positive impact on the environment.

3.5.2 WELLINGTON / TE WHANGANUI-A-TARA

Over the tournament **more than 230,000 fans packed Wellington Regional Stadium to witness nine games**. The **FIFA Fan Festival on the waterfront** attracted about **60,000** people, where fans watched the games on a big screen, participated in a number of football-related activities and enjoyed local food and a range of events from live music to incredible wāhine speaker series.



Swedish team with fans.

Wellington targeted three key areas: destination promotion and storytelling; infrastructure; and supercharging football for legacy projects – with a focus on mana wāhine, Māori culture and sustainability across all three.

Destination campaigns such as “[Are you ready to Wellington?](#)” brought Wellington to the world stage with a focus on key visitor markets (North America and USA). Once in Wellington, marketing and entertainment for visitors focused on raising the visual presence and profile of Wāhine in our region and showcasing Wellington as a world-class event destination.

This was supported by the free, family event *Hinemoana Ka Eke, Strength of the Sea*, the awe-inspiring waka ceremony (see more on page 52, followed by live music, the laser light and flame cannon show, marking the conclusion of this once-in-a-lifetime ceremony that welcomed the world to Wellington. The celebration of Wāhine and our culture continued through the Fan Festival programme which included a stellar line-up of New Zealand’s top performers, such as **Ladyhawke, Che Fu, Rubi Du, Maisey Rika and Ria Hall**, along with DJs, dance, performances, showcases and an illuminated football rave.

Themed immersive light installations popped up around the city, along with illuminated buildings and iconic locations in the city being lit up, and local attractions providing nods to the FIFA WWC including venue dressing, light projections, and themed experiences.

Some city attractions saw a huge boost in winter visitor numbers. For example, Zealandia’s tours experienced its best-ever July with numbers up by 70%.

A reporter from Reuters Japan, in Wellington to cover the football, visited the Wellington Museum on her day off and was so taken with the pop-up exhibition, *The Barbie Collector*, she put together a package for Reuters, taking a small exhibition on Wellington’s waterfront to the world stage.



Waka celebrations commemorating the opening match at Eden Park as part of “Hinemoana ka Eke” on 20 July 2023.

A number of female-focused football initiatives were held in the lead up to and during the tournament to enable the Wellington Region to expand the profile of girls and women’s football and attract new players to the game. Following the completion of the World Cup, three upgraded training grounds were handed back to the community. In addition to this, equipment from the Fan Festival, training venues and playing venues were rehomed across schools, sporting bodies and football clubs in the region. The upgrades to Wellington Regional Stadium will benefit future events in terms of meeting international broadcast standards, better ability to do lighting effects and increased light reliability and compliance across all codes. These aspects have the potential to also strengthen future bids for events in Wellington, as well as improving the in-venue experience.

3.5.3 HAMILTON / KIRIKIROA

As well as the main tournament, Hamilton co-hosted (with Auckland) the Play-Off Tournament (PoT) with seven games at Waikato Stadium in February 2023. The Unity Pitch was installed at Hamilton Lake attracting crowds for (deaf, blind, special Olympics, Muslim) football matches, self-defence classes and Chinese dance and other activities over four days.

Excitement for the tournament started early with the Trophy Tour at the iconic Fieldays agricultural event with more than 35,000 people glimpsing the trophy. The tour continued to Hobbiton, Tauranga, Rotorua and Taupō and concluded with a free panel event in the newly built Kaute Pasifika Fale – “Empowering future generations: The changing dynamics of gender in sports” that aimed to spotlight inspirational women and girls who are unleashing their creative spirit and accelerating the growth of women’s football.

During the tournament’s two weeks of football action, **more than 45,000 people entered Stadium Waikato to witness five games**, with millions of people from around the world also tuning in. **More than 8,000 people visited the FIFA Fan Festival** at Claudelands Events Centre, enjoying a programme of live music, local artists, virtual experiences, Hungerball, Zorb Football, a silent disco, glitter makeup sessions with drag queens, cultural performances, informative panel events, poi workshops, tā moko facial art lessons, as well as a Garden Bar, an artificial football pitch and screenings of matches.

A series of events and programmes designed to celebrate and champion women and girls ranged from a large-scale mural of Football Fern Grace Jale and a showcase of female artists, speakers and performers featuring Robinson and Ladyhawke among others, to a 'Girls with Goals' campaign, celebrating the strength, resilience and achievements of inspirational local women making a difference and a wāhine toa Football Programme to empower girls to become leaders, coaches, managers, administrators or referees.



Mural of Grace Jale outside FMG Stadium Waikato by artist Mr G at FMG Stadium Hamilton. Source: EyesOnNZ.

The tournament left a long-lasting legacy for the region, through upgrades to four fields, including sports lighting, changing-facility and field-surface upgrades and more, meaning Hamilton locals will enjoy facilities of the highest standard for a long time to come.

3.5.4 DUNEDIN / ŌTEPOTI

From 20 to 30 July, **nearly 14,000 people celebrated the tournament at the FIFA Fan Festival** at the Dunedin Town Hall, which was the soul of the tournament in the south. The family friendly programme was entirely free, and people enjoyed the action on the big screen, live music, entertainment, cultural performances, local food trucks and sporting activations. The music programme featured some of the country's favourite female musicians such as **Bic Runga, Ladi6, Ladyhawke and The Topp Twins**. As part of the Fan Festival, the Council curated a highly interactive digital exhibition in collaboration with the Hocken Library which celebrated the history of football and sport in Aotearoa New Zealand.



The focus of Dunedin's leverage and legacy activities was to celebrate and empower women and girls. Art was showcased around the city with a large-scale mural of Football Fern Claudia Bunge by Mr G, a 50-metre mural in the Octagon by five female artists, including a poem by Lona Winter. Four female artists also curated an exciting projection mapping story all about football fun onto St Paul's Cathedral next to the Fan Festival, which became a central attraction, and light boxes in the Octagon celebrated the stories of wāhine, highlighting female sporting legends and their incredible stories to inspire others.

The mural in the Octagon by five female artists. Credit: Dunedin City Council

The 'Dare To Shine' free schools' symposium was all about empowerment and inclusion for wāhine, **bringing together 950 students and teachers from Otago to explore issues related to gender equality** and the empowerment of girls. A series of sporting activations in the lead up to and during the tournament encouraged women and girls to develop skills and leadership, connected them to their communities, helped to promote empowerment, challenge sporting gender stereotypes and break down barriers to gender equality.



Four female artists created this projection mapping fun football story onto St Paul's Cathedral. Credit: Dunedin City Council.

These projects left a positive legacy for the city and region, with art remaining for years to come and positive outcomes for women and girls by building their confidence, knowledge, networks and leadership skills.

3.6 Team Base Camp Cities' Leverage and Legacy Activities

3.6.1 PALMERSTON NORTH / TE PAPAIOEA

Palmerston North/Te Papaioea hosted eventual tournament winners, Spain, whose team trained at Massey Sport Institute. The City Council worked with local stakeholders to deliver a range of one-off and lasting activations.

Renowned street artist, Gemma Farrell (aka Gembol) produced a street mural based on "Hine Te Hiringa", aligning it with the Lotteries' Fund of the same name. She crafted a design which celebrates mana wāhine and their stories. The model for the piece is another well-known local musical icon, Hana Grace Tamatea. A prominent site was generously gifted by Progressive Enterprise – on the rear wall of Pak'n Save. Activations during installation meant the public could view the creation of the piece and rangatahi (youth) could learn Gemma's process, developing a new generation of street artists. The mural adds a valuable asset to the vibrant city art within the city.



Pōwhiri for the Spanish team. Credit: Palmerston North City Council.

The **Breaking Boundaries Speaker Series** included three free seminars at Massey University with interesting speakers (Nadine Higgins, Karen Walker, Simran Kaur, Ellen-Joan Nelson, Kimberly Crossman, Jazz Thornton, Brooke Neal, Sue Johnston, Dame Farah Palmer, Melodie Robinson, Anna Green and Hayley Holt), speaking on a range of topics, with themes of breaking boundaries in sport, wellness and business. Each session was full and feedback from attendees was glowing about the meaningful and engaging content from speakers.

The **Women in Football Leadership Programme** was part of Central Football’s legacy work. Attendees developed a personal understanding of existing experiences, skills and strengths to support them personally, as well as benefitting women’s football within the Central Federation. 23 participants, from five regions, across a range of ages, cultures and sports experiences, participated in valuable modules on leadership, values, difficult conversations and decision-making and relationship building – soft skills on top of the vital football skills of code administrators.

3.6.2 TAURANGA

Tauranga was the home away from home for the OranjeLeeuwinnen (Orange Lionesses), the Dutch women’s team. Tauranga embraced the team by dressing the city with their famous orange team colour and welcoming them to the Bay Oval training site with a pōwhiri hosted by Tūtara Kauika Ki Rangataua Cultural Group and local students from Te Kura o Matapihi. Each team member received a taonga in pounamu crafted by a local artist.

In keeping with the Netherlands’ love of cycling, the Dutch team purchased 30 new orange bikes for their stay and enjoyed cycling around the city. On their departure the team gifted the bikes to charity, Good Neighbour, as well as to a local women’s refuge.

Te Kura o Matapihi farewelled the Dutch team at the airport, creating beautiful moments of interaction between both cultures, with players being taught how to use poi by kura students, te reo Māori being learnt and shared aspirations acknowledged.

For the tournament, as part of the national Poi Tukua project, poi workshops were undertaken by Te Kura Kaupapa Māori o Otepeou during Matariki and local poi makers crafted orange-themed poi.

A symposium for women’s coaches was delivered in collaboration with Sport Bay of Plenty. It featured an interview with Andries Jonker (the Netherlands’ Head Coach), Cory Sweeney (Black Ferns Seven’s Head Coach) and Mariane Wray (Lead Psychologist at High Performance Sport NZ).

The **Tauranga Tiahuia Street Art project** aimed to inspire young girls and wāhine. Young, local wāhine artists are transforming Tauranga’s visual landscape, using bold colours, clear messages and their talent to create street art that celebrates trailblazing wāhine from the region.

The **‘Out-of-the-Box Mentorship Programme’** is a leadership programme that explores what High Performance looks like across sports, arts and self-development. In 2024, wāhine leaders in the sports and creative sectors will mentor young women aged between 18 to 24, maximising rich cross-pollination across disciplines.



FIFA Public Open Day in Tauranga. Credit: Alan Gibson.

3.6.3 CHRISTCHURCH / ŌTAUTAHI

Christchurch/Ōtautahi hosted teams from Costa Rica and Japan. Costa Rica trained at the Ngā Puna Wai Sports Hub and Japan trained at Christchurch Stadium.

The FIFA WWC created a legacy that will last far longer than the final whistle, with the city delivering a range of events that celebrated and showcased women in line with the Lotteries’ ‘Empowering Women’ Fund, including “Changing the Game” a women-in-sports’ panel event.

More than 100,000 people engaged with the new and exciting artworks by prominent Ngāi Tahu artists – Rachael Rakena and Turumeke Harrington – that will leave an enduring legacy in the central city through Tīrama Mai, the city’s Matariki festival.

Four artists created digital street artworks to project onto the Te Pae wall over eight weeks with a [video produced of all four pieces](#). It was so popular a further work has been commissioned.

A mural celebrating the lives and impact of local influential wāhine toa was created by artists Kophie Su’a-Hulsbosch and Janine Williams. Designed to inspire future generations, it features Airini Nga Roimata Grennell, Erihapeti Rehu-Murchie, Wharetutu Te Aroha Stirling, Elsie Locke and Neroli Fairhall. The mural was launched at the Kate Sheppard High Tea – celebrating 10 years of women’s suffrage in Aotearoa New Zealand.



KAKANA (Team Player), by artist Turumeke Harrington.

3.7 New Zealand Football – *Legacy Starts Now*

Co-hosting the FIFA WWC not only showcased women’s football in New Zealand, but football more generally. Attendance records were broken in New Zealand multiple times and matches were attended or watched on television by a diverse, engaged and highly satisfied audience. Among other things, the enjoyment and goodwill surrounding the FIFA WWC has resulted in greater awareness of, and interest in, football in New Zealand.

A fitting legacy of co-hosting FIFA WWC will be the enduring impact on the game and the diverse communities in Aotearoa New Zealand in the years that follow the tournament. New Zealand Football’s strategy *Aotearoa United: Legacy Starts Now*¹³ is part of a broader strategy for women’s football and reflects the drive, innovation and commitment to elevating the spirit and power of wāhine, girls and women. The Government invested \$2.475 million in *Legacy Starts Now* which helped fund some amazing programmes outlined below, as well as the development of women’s football pathways and helping federations to support local delivery and change.

3.7.1 FOOTBALL COMMUNITY PROGRAMMES

Along with impacting the Ford Football Ferns and the high-performance side of the game, the FIFA WWC was a momentous event which gave football more profile than ever in Aotearoa New Zealand, presenting a significant opportunity to leverage the tournament through community programmes to engage with key groups like never before. Programmes included:

3.7.1.1 Kōtuitui – Football in Schools’ programme

Through partnership between New Zealand Football and Māori Football Aotearoa, Kōtuitui, a school programme for primary and intermediate-aged children, was developed. It helps children develop their cultural intelligence skills and enables them to better connect with people to celebrate Aotearoa New Zealand’s bicultural roots and our ever-growing multicultural landscape. The in-classroom learning delivered by teachers is supported by

decorative border

specially designed, fun bicultural and multicultural football and futsal games by Māori Football Aotearoa and New Zealand Football. So far, **227 schools have registered for the programme with more than 30,000 children involved across Aotearoa New Zealand**. See page 70 for more information.

3.7.1.2 Xero Stronger Together – club support programme

Working with commercial partner Xero (also a FIFA WWC sponsor), the Xero Stronger Together programme was developed to help community clubs, regardless of their demographic, size or location, to increase their operating capability. By improving capability, clubs can provide more positive experiences to players, coaches, referees and volunteers, fostering their lifelong participation in the game. The programme assists clubs to grow connections to their local community by providing programmes for members of diverse communities and supporting the growth of girls and women’s participation in football while growing leadership capability.

3.7.1.3 Fantails – girls participation programme

Fantails is a girls participation programme designed to attract new junior players to football. Fantails’ sessions are focused on helping girls make friends, have fun, improve their skills and be active, to build a love for the game. Forty-three Fantails hubs were launched in 2023 **with more than 2,500 players involved**. Of these, **62% of participants had never played football before**. By the end of 2024, a **minimum of 56 hubs will be operating across the country**.



Fantails – girls’ football participation programme in action with Football Fern Annalie Longo. Credit: New Zealand Football.

3.7.1.4 Kickin’ It – young females’ participation programme

Aligned to Sport NZ’s ‘#It’sMyMove’ campaign, and recommendations from the NZF *Secondary School Aged Football* report, Kickin’ It provides hubs for young females (13 – 19 years old) to experience football or futsal with their friends and peers, in a fun and safe environment playing smaller formats (5v5, 7v7). To date, **16 hubs have been established in four NZF federations¹⁴**.

¹⁴ : <https://www.nzfootball.co.nz/newsarticle/136024?newsfeedId=1275608>

3.7.1.5 Ford Women in Leadership Programme

The Ford Women in Leadership Programme is designed for women currently involved in leadership roles within football, who aspire to become the next generation of sector leaders. To date, four cohorts have been hosted, **with 79 women graduating the programme.**

In 2023, the focus extended to ‘Train the Trainer,’ with regional women in leadership courses as another targeted opportunity to continue addressing the gender gap in football leadership, creating custom programmes to drive and promote women to leadership roles. Also in 2023, the national Ford Women in Leadership Programme extended to the delivery of regional Ford Women in Leadership Programmes in federations, delivered by graduates of the national and Train the Trainer programmes.

3.7.1.6 Other initiatives

More generally, the football community also benefited via a number of programmes delivered as part of the event, such as post-tournament asset redistribution, football activations and engagement through Host Cities. NZF also invested in Football Federations around the country to support local resourcing to champion and lead women and girls’ football and to increase the number of leadership and development opportunities for women in all aspects of the game.

3.7.1.7 Evaluation

Long-term outcomes around participation in football will be reflected in future New Zealand Football surveys, as well as in regular Sport NZ monitoring such as the Active NZ¹⁵ and the ‘Voice of the participant’ surveys¹⁶. Some of these outcomes will be shared by NZF and will be updated in the *FIFA Women’s World Cup 2023 National Economic Impact Evaluation* in 2024.

3.7.2 PROFILING AND CELEBRATING THE NATIONAL TEAM

3.7.2.1 Ford Football Ferns promotion

Heading into the FIFA WWC, a dedicated campaign was created to promote the Ford Football Ferns and connect with fans before the tournament. This consisted of two elements: proactively arranging games for the team across Aotearoa New Zealand (the team played more games at home in 2022 – 2023 than in the previous decade combined), and a programme of content to tell player stories and raise their profile like never before.

New Zealand Football (NZF) worked in partnership with multiple stakeholders, including broadcast partner Sky Sport NZ (who produced a television documentary series on players), commercial partner Ford (who ran a nationwide television ad campaign featuring players), media partner Go Media (utilising their extensive billboard network to promote the team) and apparel provider Nike (who had a dedicated marketing campaign to raise the profile of the team) to maximise reach around the country.

This saw significant growth on the Ford Football Ferns social media channels, including **a 295% increase in followers on Instagram**, as well as the **New Zealand Football YouTube channel receiving the highest-ever recorded views of 4.4 million views**, largely for content featuring the team.

¹⁵ [Active NZ surveys | Sport New Zealand - Ihi Aotearoa \(sportnz.org.nz\)](https://www.sportnz.org.nz/active-nz-surveys)

¹⁶ [Voice of the participant | Sport New Zealand - Ihi Aotearoa \(sportnz.org.nz\)](https://www.sportnz.org.nz/voice-of-the-participant)



Football Ferns team photo prior to the match between New Zealand and Norway. Credit: Hannah Peters – FIFA (2023 FIFA).

3.7.2.2 Recognising achievements of the past

The FIFA WWC provided an opportunity to engage with the wāhine toa who laid the foundations that the Ford Football Ferns are built on today. In 2023, New Zealand Football celebrated the achievements of the trailblazers of the women's game with:

- The first FIFA Women's World Cup 2023 Trophy Tour event held in Aotearoa was a special celebration for former Ferns and the Ford Football Ferns extended current squad.
- Former Ferns were invited to present the 2023 players with their shirts at the official FIFA Women's World Cup squad announcement.
- Former Ferns were invited to all home international games before the FIFA Women's World Cup 2023 to be hosted as guests of New Zealand Football.
- A commemorative jacket with number 24 on the back was worn by the World Cup squad at their final match before the tournament to recognise and acknowledge all the former Ferns.
- Tickets to FIFA Women's World Cup 2023 games were offered to former Ferns.
- A debut capping process established to recognise former Ferns saw 49 presented with their debut caps at a ceremony in Tāmaki Makaurau Auckland, with those unable to attend the ceremony receiving their debut caps by post.

3.7.3 PROFESSIONAL PATHWAYS

3.7.3.1 A-League Women

Working in collaboration with co-host Football Australia unlocked the possibility of establishing a professional women's team in the A-League, transforming opportunities for Kiwi female players.

In 2021, the Wellington Phoenix women's side was introduced to the competition, a legacy objective delivered in partnership between the club and NZF.

In the first two seasons the club gave 19 Kiwi players their professional debuts, with two going on to be part of the Ford Football Ferns squad at the FIFA Women's World Cup (Michaela Foster and Milly Clegg). This represented a game-changing moment in the professional pathway for female players.

2025 will see the introduction of a second A-League Women's team based in Tāmaki Makaurau Auckland, representing another significant development in the professional pathway.



Kiwi Paige Satchell competes for the ball with Maren Mjelde, Anja Sonstevold of Norway. Credit: Hannah Peters: FIFA 2023

4 Leverage and Legacy Background

Governments invest in events like the FIFA WWC to create enduring benefits for their communities and countries. MBIE's New Zealand Major Events team was the government lead, coordinating the Crown's activities for the FIFA WWC and being responsible for leading the coordination of the Crown's Leverage and Legacy mahi (work).

4.1 Leverage and Legacy approach

In partnership with Sport NZ, MBIE led the Government's Leverage and Legacy programme. MBIE was responsible for coordinating Crown activities and connecting the right people and organisations to each other. Part of the role was to help ensure benefits were realised for the Crown's investment in the event. MBIE didn't deliver projects, but rather managed the Crown funds and processes and drove the development of the Leverage and Legacy programme.

Table 1: Government agencies represented in the leverage and legacy programme

Parties
New Zealand Major Events, Ministry of Business, Innovation & Employment (MBIE)
Department of Conservation (DOC)
Department of Internal Affairs (DIA)
Manatū Taonga, Ministry for Culture and Heritage (MCH)
Manatū Wāhine, Ministry for Women (MfW)
Ministry for Ethnic Communities
Ministry for Pacific Peoples (MPP)
Ministry for Primary Industries / Te Uru Rakau (MPI/TUR)
Ministry of Education (MOE)
Ministry of Foreign Affairs and Trade (MFAT)
Ministry of Youth Development (MYD)
New Zealand Story (NZStory)
New Zealand Trade and Enterprise (NZTE)
Sport New Zealand (SNZ)
Te Puni Kōkiri, Ministry of Māori Development (TPK)
Tertiary Education Commission (TEC)
Te Taura Whiri, I te Reo Māori (TTW)
Tourism New Zealand (TNZ)

4.2 Puawānanga Outcomes Framework

In 2022, in a first for a New Zealand major event, Crown agencies worked together to develop a cross-government Outcomes Framework. A robust, comprehensive approach was adopted to ensure the Outcomes Framework and the resulting Leverage and Legacy projects and programmes of work were clearly aligned with government objectives. This approach was designed to help agencies focus their priorities and mahi for the tournament and surrounding events.

Led by MBIE and Sport New Zealand, agencies worked collaboratively to develop and agree the Crown's Puawānanga Outcomes Framework¹⁷ (see **Appendix Two**), noting that most of the framework related to the Leverage and Legacy mahi. The purpose of developing an Outcomes Framework was to inform priorities and focus the work of agencies and tell the story of the tournament's benefits. It was designed to maximise the benefits and impacts for Aotearoa New Zealand utilising this unique and significant platform, including a focus on women in sport and wider society to achieve wider government objectives and outcomes.

4.2.1 CROWN'S CO-HOSTING MISSION


Through the world's largest women's sporting event, our mission was to celebrate and empower women and girls in Aotearoa New Zealand, embrace our visitors and tell our story to the world.

4.2.2 CROWN'S KEY OBJECTIVES

Our main objectives from the Puawānanga Outcomes Framework were to:

- create and champion greater opportunities for women and girls in sport and wider society

¹⁷Puawānanga Crown Outcomes Framework, Maximising the impacts and benefits of the FIFA WWC for Aotearoa New Zealand.

- 
- bring people together and engage them in the tournament, to build community, enhance wellbeing and protect our environment
 - tell the Aotearoa New Zealand story to enhance our international reputation, profile and connections
 - support a successful tournament with enduring benefits.

4.3 Sharing our Culture with the World

Major events provide a highly visible platform for Aotearoa New Zealand to stand out in the world. One of our aims for the tournament was for indigenous culture and our values of Manaaki, Pono, Tiaki and Pōtikitanga¹⁸ to be at the heart of our mahi, especially in terms of leverage and legacy. Therefore, there was a significant focus on leverage and legacy activities that supported, celebrated and showcased Māori culture.

Many of the projects and initiatives that helped achieve outcomes for Māori were delivered through the [Puawānanga Leverage and Legacy Programme](#) such as:

- [Pōwhiri](#), as part of the official Draw in Auckland in October 2022, NZ Story worked with Ngāti Whātua Ōrākei to organise a large-scale pōwhiri to officially welcome FIFA, VIPs, media, sponsors and the teams to Aotearoa New Zealand, and this was the first opportunity to broadcast our unique Māori culture to the world.
- [Poi Tukua](#), the national programme that built on the excitement and momentum of Wā Poi from Rugby World Cup 2021 (played in 2022) as a way to celebrate women's sport was the most prominent kaupapa delivered through a te ao Māori (the Māori worldview) lens.
- [Tūmanako 2.0](#), a large-scale mural project by renowned artist Mr G who mentored young wāhine artists as they painted portraits of current and previous Māori and Pasifika Football Ferns and other wāhine toa around Host Cities, supporting the development of Māori rangatahi.

4.4 Mana Whenua Puawānanga projects

In addition to projects as part of the Puawānanga programme that celebrated te ao Māori and Māori culture, about \$1 million of funding from the Puawānanga Fund (see below) was also made available for mana whenua aligned to the four Host Cities (Tāmaki Makaurau, Kirikiriroa, Te Whanganui-a-Tara and Ōtepoti) to support iwi-led initiatives or projects to encourage participation and benefit Māori and the wider community.

The projects delivered included a three-day wānanga organised by Waikato Tainui for teenage Māori and migrant girls that combined te ao Māori lessons and an existing interest in football to increase football skills, while learning and sharing wāhine leadership values; a Puawānanga Wāhine Toa Symposium organised by Ngāti Tamaterā aimed to showcase and promote wāhine toa leadership across sectors and bring together wāhine from Māori, Pasifika, new migrant, and whānau haua (people with disabilities) communities in South Auckland; an ongoing Wāhine Taiea Developing Indigenous Women Leaders' Exchange led by Ngāti Toa; and a digital exhibition of wāhine toa across Tāmaki Makaurau / Auckland.

¹⁸ More details on New Zealand Story's values can be found here: <https://www.nzstory.govt.nz/about-us/our-story/>



Hongi between FIFA President Gianni Infantino and Hon Grant Robertson at the pōwhiri in Auckland. Credit: New Zealand Story

4.5 Funding

To support government agencies to make the most of the opportunities available, MBIE managed a \$10 million Puawānanga Leverage and Legacy Fund to provide financial support to Crown agencies and Host City-aligned mana whenua, for a range of projects, programmes and events that delivered on the outcomes and objectives of the Puawānanga Outcomes Framework. The Fund was a targeted, transparent and competitive fund.

In addition, the Department of Internal Affairs (DIA) established a \$5.3 million Lotteries' Fund to support local projects to empower women and girls. The Lottery Grants Board Hine te Hiringa – Empower Women Utilising FIFA Women's World Cup 2023 Fund focused on supporting regionally-led programmes and increasing wāhine leadership and celebrating women and girls in communities. Funding went to Sport New Zealand, and Host and Team-Base Cities – Auckland, Wellington, Christchurch, Dunedin, Hamilton, Palmerston North and Tauranga.

5 Mana Wāhine / Women and Girls

The programme objective for Pou One of the Puawānanga Outcomes Framework: **Mana Wāhine / Women and Girls** was to **create and champion greater opportunities for women and girls in sport and wider society**. This section details the governments' projects and programmes that primarily delivered outcomes in this area.

The key outcomes for Pou One: **Mana Wāhine / Women and Girls** were:

- increased women and girls' participation and engagement in football, sport and active recreation in Aotearoa New Zealand and the Pacific

- increased visibility of, and value placed on, women in sport and wider society
- more women and girls leading, working, coaching and volunteering in sport and the community
- more opportunities for wāhine Māori to deliver cultural-based initiatives around the tournament.

The key objectives or aspirations for Pou One: **Mana Wāhine / Women and Girls** were to:

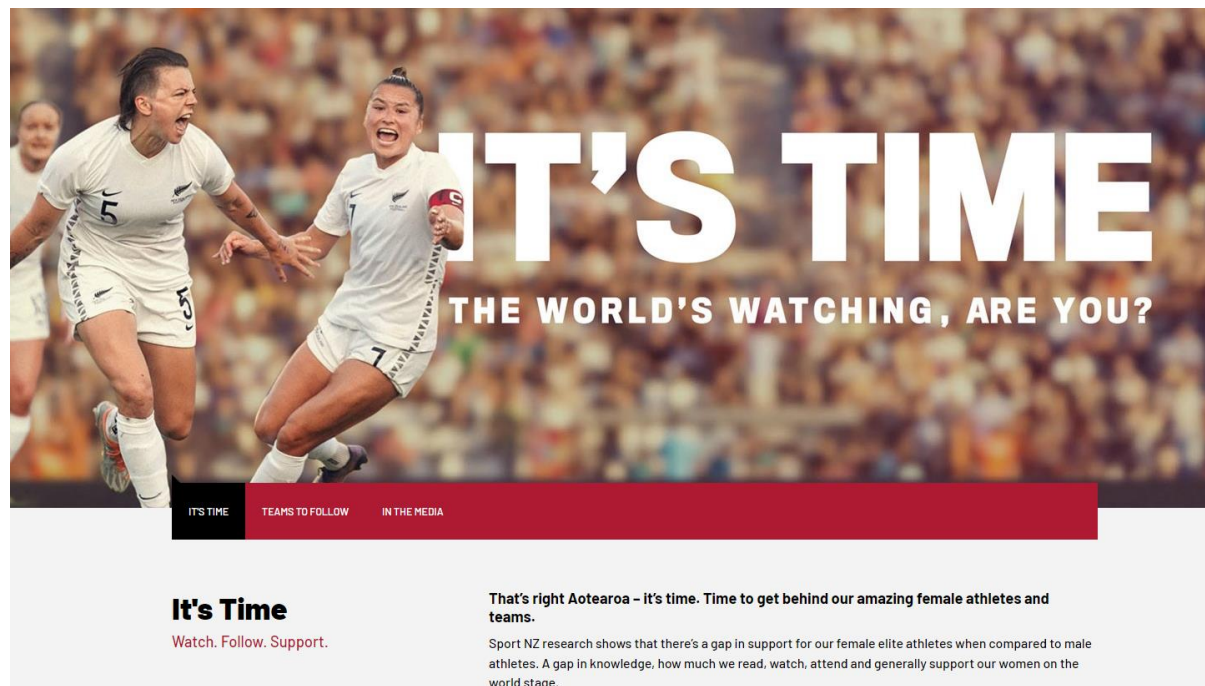
- tell the story of wāhine and wāhine Māori in Aotearoa, showcasing notable New Zealand firsts
- leverage ambassadors, sporting heroes and role models to inspire the next generation
- celebrate and grow the legacy of wāhine and leadership, through sport, business and the community
- increase access to quality sports facilities that meet the needs of women and girls
- celebrate and enhance the role of wāhine Māori in helping shape a new future
- encourage Māori events, to ensure cultural experiences are available to manuhiri (visitors) and encourage generational participation
- increase opportunities for wāhine Māori to deliver cultural-based initiatives around the tournament.



Wāhine Toa Takitini billboard series image from Ngāti Whātua Ōrākei. Credit: Jeremy Hooper.

5.1 National Campaigns, Events and Projects

5.1.1 IT'S TIME – SPORT NEW ZEALAND



Sport New Zealand's *It's Time* website section. Credit: Sport New Zealand's website – "[It's Time](#)".

"It's Time" was a national campaign over two years to raise the value and visibility of women's sport and promote greater engagement in elite women's sport. It was designed to address two key insights from Sport NZ research showing:

- a) a gap in support for female elite athletes when compared to male athletes; and
- b) low awareness of the impacts of female athletes' fan engagement (for example, on broadcast viewership, attendance, consumption of media coverage), negatively impacting marketability.

Research showed that not knowing about women's sport or athletes means consumers are not as invested in them, and therefore brands are less likely to engage with them.

"It's Time" addressed these insights by building a pan-sport platform to grow awareness of female team sports at a time when there was a lot happening in Aotearoa New Zealand across rugby, football, netball, cricket, rugby league, basketball and many other sports, including traditional Olympic and Paralympic sports. It also focused on increasing awareness and engagement in women's sport to connect those athletes across the whole of the population, but also within their cultural and geographical communities.

Sport NZ also supported female athletes to grow their brands and overall marketability, and the broader environment in which they participate (for example, commercial, broadcast, media coverage, public attitudes).

Outcomes

The campaign had multiple phases including an outdoor marketing campaign to promote female team sport in between the women's Rugby World Cup 2021 (played in 2022) and the FIFA WWC (2023), focused on building recognition of athletes and teams and encouraging the public to engage. For FIFA a suite of video and digital assets were developed, including a television campaign¹⁹ to raise awareness of the Ford Football Ferns and their involvement in the FIFA WWC, and ensure more New Zealanders knew their names and stories.

¹⁹ [Football Ferns' It's Time! video \(youtube.com\)](#)

The video campaign was shown around the world and achieved a **social reach of more than 2.35 million impressions**.

2023 Women's Sporting Landscape

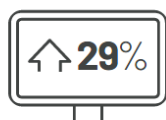
The recent Rugby and Football World Cups in Aotearoa New Zealand drove big increases in interest and engagement with women's sport, according to our recent Sport NZ/Gemba research.

Gemba



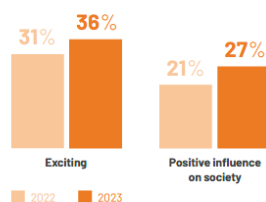
Consumption of women's sport

Since July 2022, viewership of women's sport has increased by 29%.



Perceptions of women's sport

Significantly more New Zealanders perceive women's sport as exciting and having a positive influence on society.



Survey conducted in September 2023 based on a representative sample of 1007 New Zealanders. All increases displayed are statistically significant.

Athlete Awareness

Marketability of female athletes and teams has risen, driven by increased awareness.



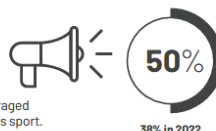
National team interest

Three women's national teams are now in the top five most popular in New Zealand, up from only one in 2022.

- 1 The All Blacks (Men's Rugby Union)
- 2 The Black Ferns (Women's Rugby Union)
- 3 Men's Rugby Sevens Team
- 4 The Silver Ferns (Women's Netball)
- 5 Women's Rugby Sevens Team

Advocacy for women's sport

Half of New Zealanders said they had recently advocated for or encouraged others to watch women's sport.



38% in 2022

FIFA Women's World Cup Impact

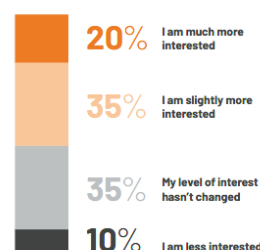
The majority of New Zealanders heard or saw something about the FIFA Women's World Cup 2023 and watched a game during the tournament.



87% Heard or saw something about the FWWC

59% Watched a FWWC game

Following the FIFA Women's World Cup 2023, over half of New Zealand indicated they were more interested in women's football.



sportnz.org.nz/its-time

New research from Sport NZ and Gemba on the 2023 Women's Sporting Landscape. Credit: Sport New Zealand

Some key findings of research undertaken before the campaign in 2022, and then again in 2023:

- **45% of existing sports fans are watching women's sport**, up from 35% in 2022
- the **marketability of female athletes and teams has risen by 21%**, driven by increased awareness
- **nearly 60% of New Zealanders watched a game** during the tournament
- **50% of New Zealanders said they had recently advocated for or encouraged others to watch women's sport**, up from 38% in 2022
- **significantly more Kiwis perceive women's sport as exciting** (27% up from 21%) and having a positive influence on society (36% up from 31%).


A separate media and gender study²⁰ conducted by Sport NZ found that "the FIFA WWC has had the highest impact on gender balance since the beginning of this study with **coverage of women's sport accounting for 45.5% of all sport news coverage during the tournament period**".

The Football Ferns was the only women's sports team to appear in the top 10 international teams that Kiwis searched for on Google in 2023. The FIFA WWC was the second most searched for event after men's Rugby World Cup 2023.

The FIFA WWC was the third women's world cup hosted here in an 18-month period, following the successful delivery of the 2022 women's Cricket and Rugby World Cups. Hosting three events in quick succession was a deliberate strategy to elevate women's sport in Aotearoa New Zealand and provide a platform for gender equality in sport and society more generally. The long-term legacy of the visibility and perception impacts created by these events will depend on the extent to which they are leveraged and built upon, but are likely to include:

- greater respect for women's sport, and women generally
- improved attitudes towards women's sport at all levels of competition
- more resources being directed towards women's sport by government and national sports organisations

²⁰ [Media and Gender Study](#) – FIFA Women's World Cup Case Study (December 2023).

- 
- women’s sport becoming a stronger proposition for media, broadcasters, and commercial sponsors; and
 - higher levels of participation in women’s sport, leading to better social, cultural, and health outcomes for women.

5.1.2 EQUALIZE – LEVELLING THE PLAYING FIELD – NEW ZEALAND STORY

Contributing to New Zealand and Australia’s co-hosting vision for the FIFA WWC to inspire, unite and transform lives – and honouring New Zealand Story’s mandate to showcase our country and our values (Manaaki, Pono, Tiaki, Pōtikitanga) to the world – New Zealand Story produced and delivered EQUALIZE, a mana wāhine initiative to celebrate women groundbreakers in sport, business and society. It showcased achievement and inspired gender equity for current and future generations.

New Zealand’s co-hosting of one of the world’s biggest sporting events provided the perfect opportunity to engage with visitors and locals alike about one of the most important issues of our time. EQUALIZE celebrated wāhine toa, at home and globally, who are breaking barriers and helping level the playing field.

With the eyes of the world on Aotearoa New Zealand and in line with objectives to ‘drive gender equality, diversity and inclusion’ for women and girls in the joint AsOne bid for the event with co-hosts Australia, EQUALIZE highlighted our place at the forefront of women’s empowerment, our values and our ongoing commitment to equity and thought leadership in two related projects:

- **The EQUALIZE speaker series:** six events in Host Cities, ranging from two to six hours, and delivered primarily in FIFA Fan Festivals across the country for live local and visitor audiences, with content captured for later legacy viewing.
- **Wāhine Firsts:** a visual showcase – a national exhibition and social media campaign – to demonstrate the world-leading achievements of 23 New Zealand wāhine to both a local and visitor audiences, with legacy content showcased on eyeson.nz website.

5.1.2.1 EQUALIZE – the speaker series

The EQUALIZE speaker series aimed to highlight New Zealand’s role in driving global gender equity and to inspire current and future generations to affect positive change. The kaupapa was to celebrate and showcase brilliant women, empowering and inspiring others and to engage them in important conversations.

Topics included the achievements and hurdles that come with sporting and business success, the stories of Angel City FC, body positivity, surviving domestic violence, positive relationships and consent, pay parity, gender equity progress, discrimination and stories of women claiming space where men have dominated the landscape.

All the events were free as they were designed to encourage participation and engagement and to be accessible to women and girls who might not usually have the chance to see and hear from such inspiring leaders. Rangatahi sessions were included to ensure that young women could participate.

Outcomes

A stellar line-up of remarkable women took to stages across the country for EQUALIZE to explore the state of play for girls and women in 2023, in FIFA Fan Festivals in Hamilton, Dunedin (one general event and one rangatahi event), Wellington, and Auckland; with a finale session at the Aotea Centre, Auckland.

The EQUALIZE free speaker series featured:

- 24 speaker events across the country about levelling the playing field for girls and women on and off the pitch
- five venues in four Host Cities
- more than 50 extraordinary wāhine, local and international.

Events were free, with general access and aimed at all ages, genders and demographics, with targeted rangatahi audiences included in each location. All content was filmed both to enhance the event with live close-up images across the day and to deliver post-event legacy viewing at eyeson.nz

More than **7,000 people attended in person** across the speaker series (including **more than 2,000 for the finale event**) and rangatahi were present in all locations. There was **3.3 million in social reach** across all platforms, primarily Instagram and Facebook; and extensive media coverage reaching national and international audiences, particularly on CNN Online, which broadcast finale events and had a potential global reach of more than 220 million. The Ardern, Portman and Tui **influencer impact also reached more than nine million followers**.


EQUALIZE Speakers

A range of 52 speakers (intergenerational, culturally diverse, and cross-disciplinary including sports, business, politics, music, film, theatre, hospitality, law, journalism, academia and human rights) participated:

Michèle A'Court ONZM, Dame Valerie Adams DNZM, Forough Amin, Dame Jacinda Ardern GNZM, Ngahua te Awekotuku MNZM, Naomi Ballantyne ONZM, Sarai Bareman, Eleanor Bishop, Lydia Bradey ONZM, Alex Casey, Raelene Castle ONZM, Madeleine Chapman, Mai Chen, Megan Compain, Sarah Cowley Ross, Barbara Cox MBE, Michele Cox, Amanda Davies, Ruahei Demant MNZM, Fiona Farrell ONZM, Anna Fifield, Mary Fisher MNZM, Monique Fiso, Julie Foudy, Dame Theresa Gattung CNZM, Sarah Gregorius, Alexia Hilbertidou, Abby Howells, Perlina Lau, Georgia Lines, Arizona Leger, Moana Maniapoto, Courtney Sina Meredith, Kim Meredith, Mea Motu, Judy O'Brien, Morgana O'Reilly, Dame Farah Palmer, Cindy Parlow Cone, Natalie Portman, Robinson, Holly Robinson MNZM, Becca Roux, Jacinta Ruru MNZM FRSNZ, Bic Runga ONZM, Fatma Samoura, Harinder Sidhu, Rebecca Sowden, Latayvia Tualasea Tautai, Ruby Tui, Julie Uhrman, and Chelsea Winstanley ONZM.



Natalie Portman at the EQUALIZE Speaker Series finale in Auckland. Credit: New Zealand Story



EQUALIZE was also showcased on 90 billboards across the Host Cities, culminating in an Equivalent Advertising Value (EAV) of more than \$22,000 and garnering 1,061,632 impressions.

The project received wide critical acclaim from stakeholders, participants and audiences (local and international), with live programme content acknowledged as world-class and influential across all feedback channels (in person, media, social platforms), and wide engagement.

“As a female rugby player, I’ve seen a lot of doubt from others just because we are women. But I believe our job is to show the doubters we aren’t the inconvenience; we are the opportunity. I want to show young women that despite the doubters, us wāhine in the sports sector won’t give up. We’re determined to create solutions and a better world for all girls and women which in turn means a better world for all. We will continue to break stereotypes, speak out against inequality and ensure change.”

Ruby Tui, Black Fern

“The EQUALIZE speaker series was an important vehicle in helping to inspire the nation to continue the fight for gender equity. It is a wonderful initiative to showcase New Zealand’s role in gender equity and I feel honoured to be able to speak in the first country to have allowed women to vote in parliamentary elections, alongside incredible women such as Dame Jacinda Ardern, Natalie Portman and Ruby Tui”

Fatma Samoura, FIFA Secretary-General

“It was awesome to attend this event, the students really enjoyed, and everyone got inspired”.

Graeme Dingle Foundation

“Our girls absolutely loved it and were buzzing all afternoon”.

Melville High School

“The best thing I have ever been to!!!! It is life changing”.

Wellington High School

It also generated significant media attention and PR. There were **73 pieces of earned media coverage** across broadcast, digital and print, reaching a **potential domestic audience of more than 3.8 million**, with an Equivalent Advertising Value (EAV) of more than \$575,000.

“It was a love letter to the power of uniting women, despite differing barriers and backgrounds, to break the glass ceiling and make sure you’ve left enough room for more to follow you through.”

Lyric Waiwiri-Smith, Stuff

“The hottest ticket in town this week wasn’t to the thrilling semi-final match of the FIFA Women’s World Cup at Eden Park. See, this week, across town another powerhouse group of women got together to discuss equality, sport, the Barbie movie, resilience and a thousand other topics, in front of an audience who were hanging off their every word.”

Capsule NZ

“Celebrating women’s achievements and talking about what more needs to be done to empower and promote women in sport, leadership & society. Thanks Jacinda Ardern, Ruby Tui, Fatma Samoura and Natalie Portman for the inspirational discussions in Auckland.”

Iona Thomas, OBE – British High Commissioner to New Zealand



Ruby Tui at EQUALIZE Speaker Series. Credit: New Zealand Story

Legacy

The legacy of EQUALIZE extends well beyond the confines of the tournament. It has generated powerful conversations, reached into communities, inspired future generations, and advocated for the rights and opportunities of women and girls in sports and society. The legacy objectives were to build awareness of, and engagement with, women’s achievements and to inspire next steps in the pathway to gender equity. Objectives were delivered through in-person engagement during the series, sending attendees away with greater knowledge of what has and can be achieved, and inspiration to be part of the change.

While events took place during the tournament, each session was captured and edited for legacy engagement and lives on EyesOn.NZ as well as on YouTube. It is freely accessible to enable ongoing engagement with the kaupapa through individual viewing, group and schools’ resource use, and targeted use for and by organisations working in the gender equity space (such as the Ministry for Women and the Ministry of Education). The partnership with CNN saw interviews by CNN’s international sports journalist Amanda Davies in the finale event broadcast internationally on the CNN platform and are now legacy content there.

The series provided a platform to explore and celebrate New Zealand’s leadership in gender equity progress and initiated ongoing meaningful conversations around issues such as equity in sport, business, culture, pay parity, domestic violence and global discrimination. It also built a powerful network of wāhine delivering new opportunities for individual speakers, and a vocal network of attendees who feel invigorated to go and make change in their own whānau and communities.

“It’s vital young women have a platform so we can break down barriers and defy societal norms. Bringing together these incredible wāhine for EQUALIZE gives us just that – a focus for conversation about how we reshape the landscape for future generations.”

GirlBoss entrepreneur Alexia Hilbertidou

5.1.2.2 Wāhine Firsts – New Zealand Story

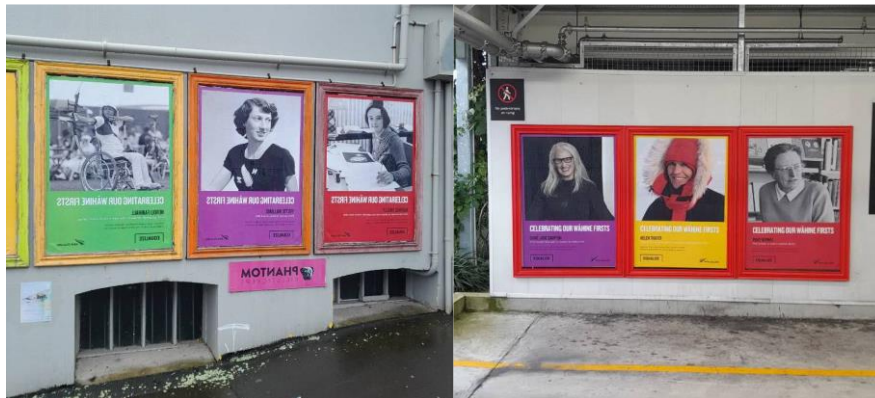
Since 1893, when it became the first country in the world to grant women the vote, Aotearoa New Zealand has been committed to levelling the playing field for women. It has many firsts to be proud of when it comes to equality for women – as well as being the first country where women got the vote, it was also the first to have our three top political positions simultaneously held by women; and the first to achieve a 50/50 split of men and women in cabinet.

Wāhine Firsts was developed for FIFA WWC to celebrate some of the incredible Kiwi women who broke new ground and shattered glass ceilings in their respective fields. A digital and street exhibition project, it showcased 23 Kiwi women groundbreakers, many under-recognised, who have achieved world firsts.

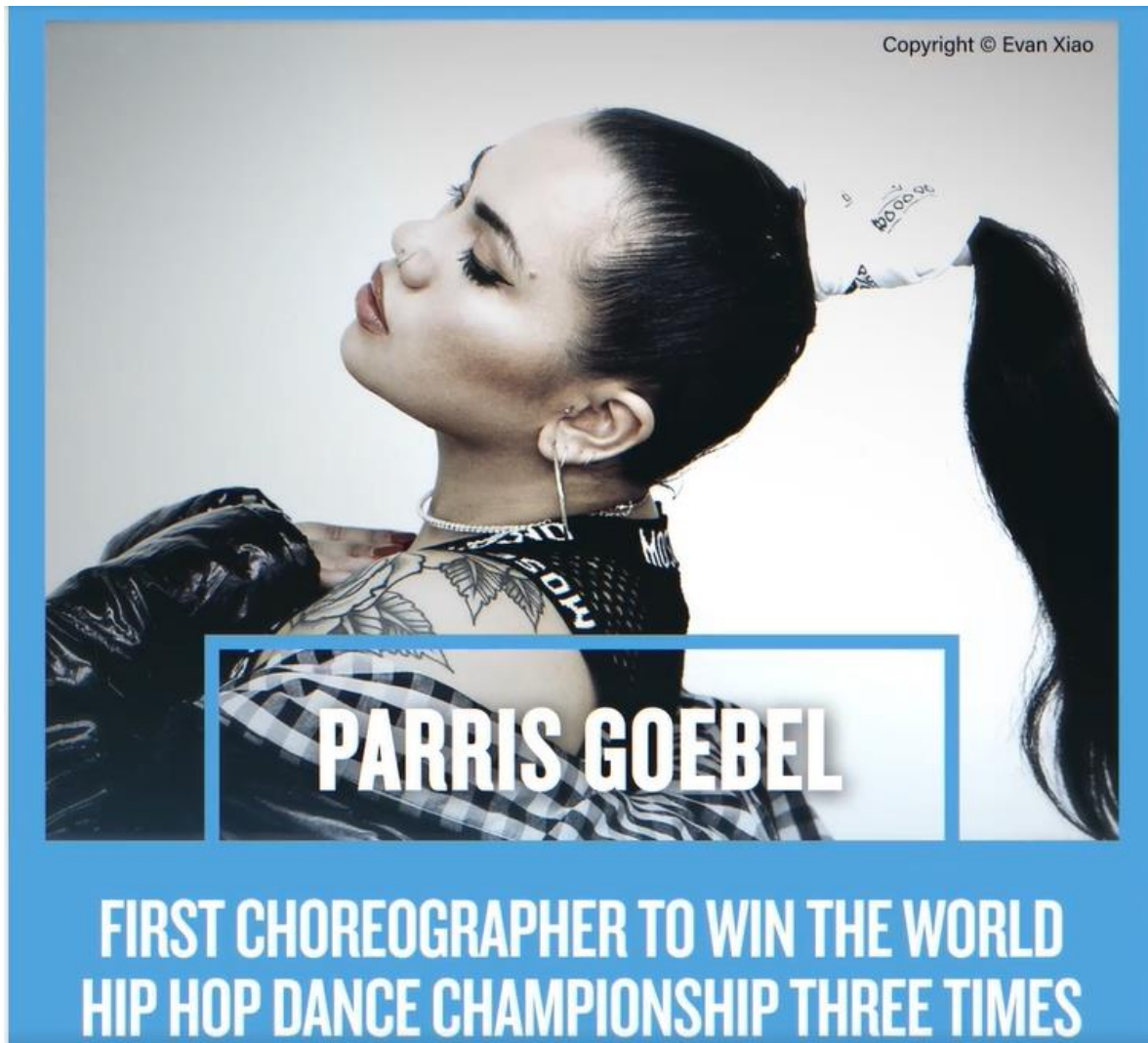
Outcomes

The campaign **showcased 23 groundbreaking New Zealand women** around the country and internationally. The campaign delivered visually rich content celebrating Kiwi *Wāhine Firsts* in print, animation, and stills formats on multiple platforms. Over more than two months in the lead up to and during the tournament, *Wāhine Firsts* were featured on **207 giant billboards across Auckland**, with nearly **40,000 Daily Traffic Views (DTV)** and **17,000,000 total impressions across the period**.

There were more than **488,372 views** for *Wāhine Firsts* content, including on eyeson.nz. In addition, there were more than **7,000 viewings** of the videos at the live EQUALIZE speaker events. On social media there were **219,400 engagements**, showcasing the campaign’s success in drawing active participation.



Wāhine Firsts posters displayed in public. Credit: New Zealand Story.



Parris Goebel as part of the Wāhine Firsts campaign. Credit: New Zealand Story

Legacy

The *Wāhine Firsts*' videos and content will live on both the EyesOnNZ website and YouTube for current and future generations to be inspired by.

WĀHINE FIRSTS

Inspired by the suffrage campaigns of Kate Sheppard and Meri Te Tai Mangakāhia, the visual showcase *Wāhine Firsts* celebrated 23 extraordinary Kiwi wāhine who achieved world firsts:

- **Anne Audain** (the first professional female distance runner in the world)
- **Naomi Ballantyne** (the first woman in the world to found a life insurance company)
- **Jean Batten** (the first person to make a solo flight from England to New Zealand)
- **Georgina Beyer** (the first openly transgender Member of Parliament in the world)
- **Lydia Bradey** (the first woman to summit Mt Everest without supplementary oxygen)
- **Dame Jane Campion** (the first woman filmmaker to receive the Palme d'Or)
- **Rt Hon Helen Clark** (the first woman Administrator of the UN Development Programme)
- **Barbara and Michele Cox** (the first parent and child to play together in a football international)
- **Ellen Dougherty** (the first registered nurse in the world)
- **Neroli Fairhall** (the first paraplegic athlete to take part in the Olympic Games)
- **Parris Goebel** (first choreographer to win the World Hip-Hop Dance Championship three times)

- **Debbie Hockley** (the first woman to score 4,000 One Day International cricket runs)
- **Keri Hulme Kāi Tahu, Kāti Māmoe** (the first debut novelist to win the Booker Prize)
- **Dame Naomi James** (the first woman to sail single-handed around the world via Cape Horn)
- **Bishop Penny Jamieson** (the first woman Bishop of an Anglican Diocese in the world)
- **Lydia Ko** (the first World No. 1 professional golfer under 18)
- **Merata Mita, Ngāti Pikiao** (the first indigenous woman to write and direct a drama feature film)
- **Mary Ronnie** (the first woman in the world to head a national library)
- **Dame Jenny Shipley** (the first woman to chair an APEC Leaders Conference)
- **Helen Thayer** (the first woman to travel solo on foot to the magnetic North Pole)
- **Beatrice Tinsley** (the first astronomer to determine how galaxies evolve over time)
- **Yvette Williams** (the first woman to long jump 6.28 metres).

5.1.3 THE FLOW-ON EFFECT – SPORT NEW ZEALAND

The [Flow-On Effect](#) is a Sport NZ initiative to reduce barriers and stigma around menstruation, providing information for rangatahi and adults, supporting young people to be physically active and empowering them to make informed decisions about their health and wellbeing. Anecdotally, Sport NZ knew menstruation could be a barrier to rangatahi being active or attending school, and this could have a negative impact on wellbeing²¹. Therefore, using the FIFA WWC as a vehicle to kickstart conversations on women’s health, Sport NZ aimed to change the flow of communication on all things menstruation.

The project offered insights into women’s health to help reduce the stigmatisation of menstruation and encourage more rangatahi to feel empowered to remain active and engaged (especially during adolescence) in sport, recreation, education and community. It was designed to equip parents, whānau, coaches and teachers, who support rangatahi to be active, with resources to inform their practices and conversations on menstruation. The Flow-On Effect is an umbrella term for the project housed on Sport NZ’s website, made up of three core elements to deliver on Puawānanga and Sport NZ objectives and outcomes to support young people including:

- **An [online hub](#):** to increase education and awareness about female health, physical activity and menstruation. Launched on 15 August 2023, with social content, it features resources from the Ministry of Education and WISPA (Women in Sport Aotearoa). It includes resources, stories and videos designed to reduce stigmatisation of menstruation, address period inequity, encourage more rangatahi to feel empowered to remain active, and support female athletes to stay in the game longer.
- **Digital assets from a Youth Symposium** (Tātaki Auckland Unlimited’s Hine O Te Kura Youth Symposium on 20 June): short videos of relatable role models explored how to play sport and be active while menstruating. White Fern Anna Peterson and AWWA co-founder Michele Wilson shared insights into experiences of ikura (periods) from a sports and Te Ao Māori perspective, with experts sharing tips on buying sustainable period products and inclusive language to use about menstruation.
- **Ongoing research:** to learn about how free period products in community club settings (aligned with the Government’s investment to upgrade changing rooms to gender-neutral in sports facilities) impacts the overall wellbeing of women and girls and their experiences in sport and recreation.

Outcomes

Since its launch in August 2023, the Flow-On Effect has successfully achieved greater engagement across online platforms and media than anticipated, as schools, providers and sporting organisations shared the initiative widely. As an ongoing resource on Sport NZ’s website, it received **5,978 page views** with a further **49,138 reel views** on social media. Social content also added to engagement on the EyesOnNZ website, where social media videos were **viewed 428,992 times** and **reached 2,839,406 individuals**.

²¹ University of Otago research found that girls aged 9 to 18 years from the country’s poorest households may be unable to buy period products and could be missing school, sport and other activities when they have their period.

“It is fantastic to see the momentum it has gained and the number of important conversations now taking place in the sporting sector regarding female health and wellbeing. New Zealand Cricket is grateful to play a small part in the campaign and help stimulate positive conversations around menstruation and physical activity.”

Jess Davidson, Head of Female engagement, NZ Cricket



Featured on The Project, with a prime-time television audience of 185,400, the Flow-On Effect successfully raised awareness of the importance of period positive cultures in community sports settings to support women and girls to be active. This message was reinforced with feature articles in The Locker Room (the home of women’s sport in New Zealand with a readership of 4,096) and in NewsHub.

Next steps and legacy

The next project phase will continue targeting rangatahi throughout 2024 to maintain interest in female health and wellbeing. More opportunities will also be explored to collaborate with Sport NZ’s #It’sMyMove campaign (targeted at encouraging girls aged 13 to 17 years to be more active) and to share the findings of the research project in December 2024. Posters have also been put in community facilities that have benefitted from gender-neutral facility upgrades. These feature a QR code that takes viewers directly to the online hub. Flow-On Effect online resources, including reels, videos and educational materials, continue to be accessed and shared across multiple platforms.

“The Flow on Effect” promotional poster.

Credit: [Sport New Zealand’s website.](#)

5.1.4 MANATŪ WĀHINE PHYSICAL ACTIVITY AND WELLBEING FUND – MINISTRY FOR WOMEN

The Manatū Wāhine Physical Activity and Wellbeing Fund was a \$1 million contestable fund run by Manatū Wāhine, Ministry for Women (MfW) for community organisations serving women and girls who face barriers to participating in sports and active recreation or who are not well supported by mainstream programmes. In general, women and girls experience more barriers to participation than men and boys, such as:

- not being able to afford the activities they would like to participate in
- not having access to activities that meet their needs, wants and aspirations
- not having a supportive environment where they feel comfortable and confident to participate.

The fund was launched on 1 May 2023 and applications were open for four weeks. There were 270 not-for profit community organisations which applied for \$4.72 million to address practical, personal, social and cultural barriers to female participation in sport and physical activity to improve overall wellbeing, with an average request of more than \$15,000 per organisation. About half of applicants were sports-focused community organisations (including clubs, sports trusts or charities), and half were non-sports-focused non-governmental organisations (NGOs).

Outcomes

An independent assessment panel reviewed applications in June 2023, agreeing to fund **123 applications with an average grant of \$8,130.**

Generally, the populations served by the funded organisations were: people experiencing family violence and/or financial barriers; Māori and Pacific women and girls; women and girls from refugee and migrant populations, or from minority ethnic or cultural groups; disabled women and girls; at-risk youth; sole parents and parents of young children.

Most applications supported more than one of those population groups, and/or supported people facing intersecting barriers (such as poverty and cultural barriers). A common theme across many applications was women and girls feeling disinclined to participate in sports or active recreation, due to:

- body confidence or body image issues
- feeling intimidated in male-dominated environments
- cultural beliefs around the appropriate role of women and girls
- boys being prioritised within families where there is not enough money for sporting costs.



School girls pictured at the Nature School's Trust nature programme. Credit: Nature School NZ Trust

Legacy and next steps

Many thousands of women and girls will benefit from this fund. However, the legacy outcomes will not be known until 2024, as funded activities are ongoing with final reports from recipients due at the end of February 2024.


Examples of some of the initiatives being delivered include:

- Camps for young women who are blind to experience different sports and recreational activities in a safe and supportive environment.
- Culturally safe swimming lessons.
- Transport and childcare for young mothers struggling to access sport and physical activity programmes.
- Funding for dark pants so female cricketers feel confident enough to play when they have their period.
- A sports mentoring programme for at-risk and disadvantaged girls.

Case Study: Nature School Trust's Nature School programme

Nature School Trust used financial support from the Physical Activity and Wellbeing Fund to extend their Nature School Programme to Porirua East School. They ran a free, girls-only programme offering an environment where kōtiro (girls, most of who have English as a second language and various other extra learning needs) could challenge their perceived boundaries while learning from play in nature.

"One of the participants of the programme, who speaks limited English and is very shy, doesn't really talk at school has found real confidence in the outside nature play on our programme. She began very quietly and cautiously, spending her first couple of weeks with us observing and playing, mostly vicariously. By her seventh week with us, she followed others down a challenging path to a waterfall in the bush. Her choosing to go along the path was a huge achievement in itself. She hesitated at a few points, looking for help, but after returning back from this adventure, she immediately went back down the path to show a few other girls the way to the waterfall. She then shared this huge achievement with her teacher when



returning to school, and all the photos of this girl from that day show a huge, satisfied smile on her face,” says Nature School NZ Trust Director Leo Smith.

“This story applies to many of our kōtiro on the Porirua East Nature School programme this term.”

Case Study: Adventure Specialties Trust ‘The Girls Journey’

Adventure Specialties Trust used financial support from the Physical Activity and Wellbeing Fund to kickstart ‘The Girls Journey’, a five-day outdoor experience for 10 young wāhine women who haven’t engaged in traditional sport. By fostering a supportive, all-female outdoor adventure group, participants felt empowered to try new ways of being physically active by snorkelling, camping, tramping, and caving around Tāwharanui Regional Park and Whangārei Heads in Northland. All the activities were focused on increasing participants’ confidence, resilience, teamwork, and leadership.

Reflecting on the experience, one participant said: “I’ve learnt that I can push myself, which will help me in life because now I know that whenever I feel like I can’t do anything, I can look back on this trip and remember how far I can push myself and go.”

5.1.5 PUAWĀNANGA PACIFIC AOTEAROA WĀHINE FUND – MINISTRY FOR PACIFIC PEOPLES

The Ministry for Pacific Peoples (MPP) established the \$200,000 Pacific Wāhine Fund to support the health and wellbeing of Pacific women through sports and active recreation. It was divided into a fund for community organisations (the Pacific Wāhine Community Fund) and grants for individuals (the Pacific Wāhine Individual Fund).

The outcomes of the Pacific Wāhine Fund were to:


- improve physical and mental health and wellbeing among women and girls
- support organisations working to empower women and girls through sports and wellbeing activities
- increase awareness and understanding of the benefits of sports and wellbeing activities
- improve collaboration and networking among organisations working to promote women and girls' wellbeing and sports access
- increase access to sports and other wellbeing activities for women and girls.

Applicants had to provide details on alignment to fund outcomes and the MPP’s Lalaga Fou goals, intended impact on Pacific women and girls, and sustainability of the initiative beyond the funding period. The fund prioritised Pacific-led initiatives and projects addressing period poverty and removing barriers for wāhine.

Outcomes and legacy

The fund generated a lot more demand than anticipated. With only a two-week application period, it was oversubscribed, **with 199 applications amounting to more than \$700,000 in applications.**

The MPP **funded 22 Pacific community groups** and organisations for the fund, and **six Pacific women for individual grants.** The funding enabled Pacific communities to deliver culturally responsive, bespoke initiatives that encouraged participation in sports, active recreation and wellbeing in a culturally safe environment for Pacific peoples. A positive legacy from the fund was new relationships formed with Pasifika organisations and communities involved in different sporting codes and active recreation.



“We are very grateful for the Pacific Wāhine Fund as it allowed us to purchase sports uniforms and increase female participation in Rugby League. Our initiative Maroroi keda na gone yalewa kei na marama (Caring for our young girls and woman) is targeted towards providing women and girls in our organisation with period/hygiene care packages. This funding has helped us because it is often an expense most Pasifika women do not 'indulge' in, although this is important for our health, wellbeing, and confidence. Our mothers often do not have time or extra money to purchase items such as period pads, tampons, moisturiser, deodorants, body wash and often go without. We are grateful, because the fund has now helped us break down barriers and provide some of these essential items to our women and girls. If we can make it easier for our youth girls and women to access items that give confidence, self- esteem, take away financial burden, it could allow better access to education, sports participation, social and cultural engagement. Without this fund, we wouldn't be able to purchase the necessities for our Pacific girls in our clubs”.

Canterbury Bati Group

5.1.6 PUAWĀNANGA PASIFIKA FOOTBALL IN COMMUNITIES – MINISTRY FOR PACIFIC PEOPLES AND NEW ZEALAND FOOTBALL

The Ministry, in partnership with New Zealand Football (NZF) launched the inaugural Pasifika Football Talanoa series in Auckland on 11 November 2023. These targeted workshops involved Pacific players in local clubs, community groups, referees and key leaders in federation clubs. The objectives of the talanoa series were to:

- identify and reduce barriers for Pacific communities to participate and engage in football
- increase the visibility of football and successful Pacific players
- showcase Pacific cultures through football.

The talanoa series will roll out to other regions to capture Pacific voices and promote visibility for the football players. The feedback from these series will lead into the festivals being held in March and April 2024. A key component of this project will be the YAVU Pacific engagement training tool, which provides essential guidance on how to engage with our Pacific communities in a way that is authentic, meaningful and relevant, and which is scheduled for delivery in February 2024 for federation clubs around New Zealand.

Outcomes and legacy

The Ministry and New Zealand Football (NZF) are improving the visibility of Pacific players and celebrating their achievements in football. The events will promote Pacific cultural diversity through football, and federations will be equipped with YAVU training to further engage Pacific communities.

The project's positive impact includes the establishment of new connections between the Ministry for Pacific Peoples, Sport NZ and NZF. YAVU training and festivals will be completed in April 2024 and will leave a lasting legacy for many years to come.

5.1.7 HISTORY OF WOMEN'S FOOTBALL – MINISTRY FOR CULTURE AND HERITAGE

This was a project to tell the history of women's football in Aotearoa New Zealand, to be featured on the Te Ara and NZHistory websites, along with an in-depth timeline of the development of the women's game.



Outcomes

Senior historians at the Ministry developed a more [extended history of the women’s game in Aotearoa New Zealand](#) for Te Ara: the Encyclopaedia of New Zealand, including the history of club and provincial football, of FIFA campaigns and the development of the women’s A-league, as well as highlighting some of the games’ Kiwi legends.

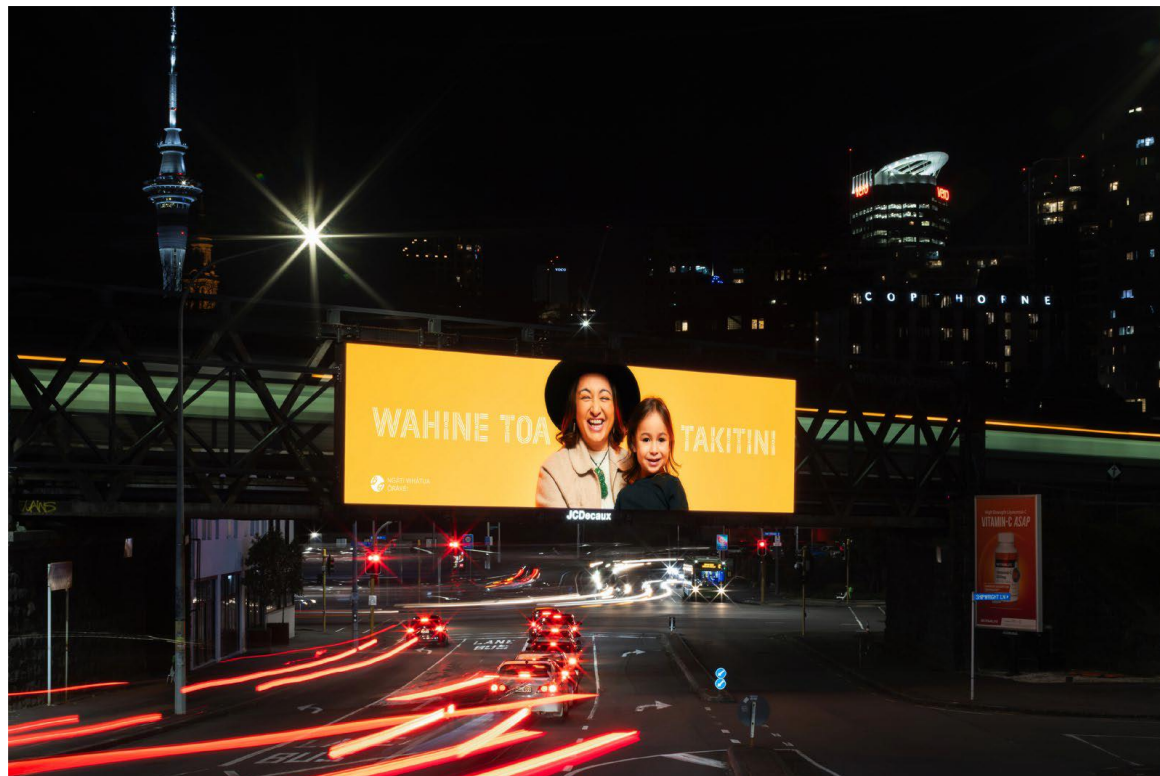
[A detailed timeline on NZHistory.govt.nz](#) covers some of the key events and major players in the history of women’s football in Aotearoa New Zealand, along with a curated series of links to other relevant information about women’s football and the Football Ferns.

In addition, the Ministry ran a “football stars” social media campaign, celebrating some of the iconic Football Ferns’ legends of the past, in the lead up to and during the tournament.

Sarah Gregorius as part of the “football stars” social media campaign.

5.2 Events and Programmes

5.2.1 WĀHINE TOA TAKITINI – DIGITAL BILLBOARDS – NGĀTI WHĀTUA ŌRĀKEI



Digital billboard as part of the Wāhine Toa Takitini project. Credit: Jeremy Hooper

Ngāti Whātua Ōrākei developed a digital billboard campaign celebrating successful wāhine to coincide with the Wāhine Toa Takitini Symposium (see below). Together, these projects aimed to celebrate and share the stories of wāhine toa.

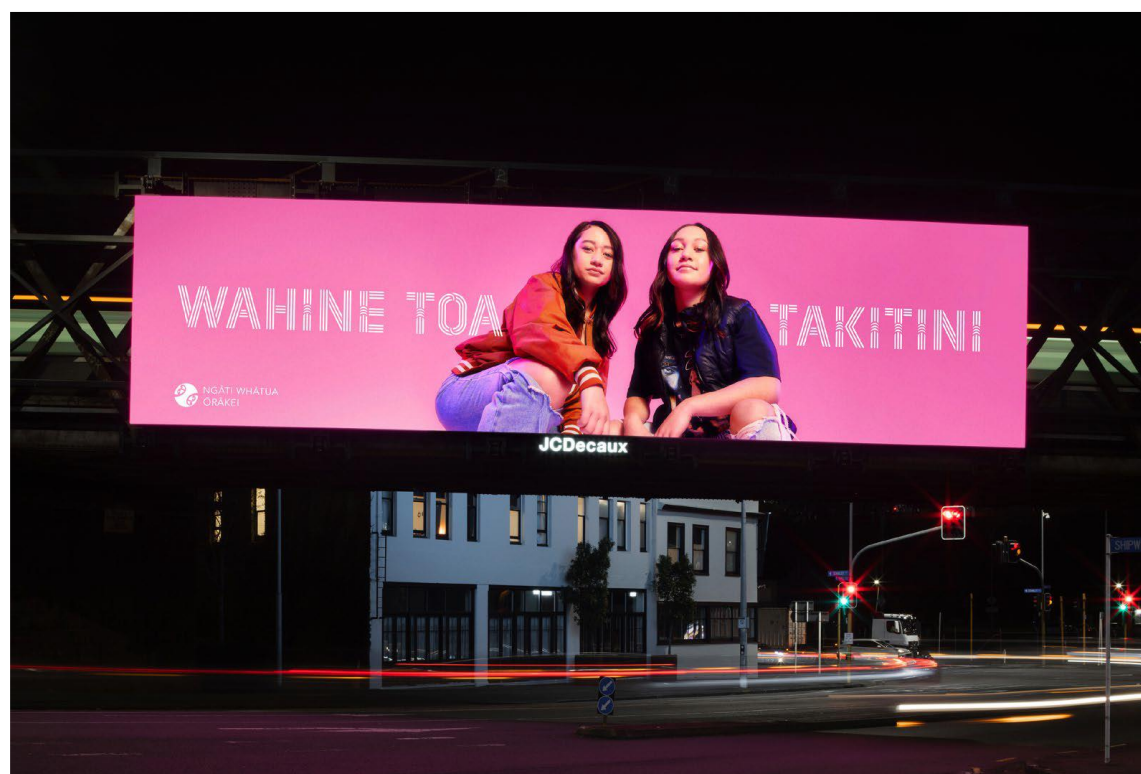
This project aimed to celebrate wāhine tangata whenua throughout the FIFA WWC, strengthening the event kaupapa as an opportunity to highlight the achievements of wāhine and celebrate indigenous stories, alongside the extension of manaakitanga (hospitality) towards locals, visitors, and the event as a whole. It also aimed to showcase Māori excellence through visually rich images celebrating successful wāhine, including sportswomen, and leaders within the iwi, te reo, creative, and business spheres.

Outcomes and legacy

Engaging, colourful and impactful images of Ngāti Whātua Ōrākei wāhine performing karanga (a ceremonial call of welcome to visitors), or waiata (a song), inviting people to Tāmaki Makaurau were displayed on digital billboards from 14 to 20 August, with images appearing in high rotation at key sites in the waterfront, city centre, city fringe and the airport.

The exhibition comprised **13 images of 25 wāhine toa, on 17 digital billboards**, with a net reach of **351,058 unique audience contacts** and **4,840,268 gross audience contacts**.

The feedback to Ngāti Whātua Ōrākei, the participants, and billboard companies has been overwhelmingly positive. It has shown there is appetite for further projects like this and Ngāti Whātua Ōrākei is looking at ways to re-use the images for future projects giving the project a life beyond the FIFA WWC. The billboards created an immense sense of pride for the wāhine and the wider iwi.




Digital billboard as part of the Wāhine Toa Takitini project. Credit: Jeremy Hooper

5.2.2 WĀHINE TOA TAKITINI – SYMPOSIUM – NGĀTI WHĀTUA ŌRĀKEI

The Wāhine Toa Takitini – Symposium (a free breakfast panel discussion) aimed to celebrate and honour the knowledge, experiences and achievements of wāhine Māori with engaging discussions, empowering insights, and inspiring stories from remarkable wāhine who have made significant contributions within various fields.

By running in conjunction with the FIFA WWC, the project aimed to align with the FIFA kaupapa as an opportunity to highlight the achievements of wāhine and celebrate indigenous stories.

Outcomes



A successful symposium and breakfast was held at the Akarana Hyundai Marine Sports Centre on the morning of 15 August. It was MCed by Precious Clark and included a performance by Majic Poara.

Māori wāhine speakers included:

- Libby Hakaraia
- Terina Hawke
- Kristy Hill
- Rangimarie Hunia
- Orini Kaipara
- Brittany Teei
- Rickylee Russell-Waipuka.

The event showcased the valuable achievements of wāhine role models, including those within the areas of football, business, and community leadership, in order to encourage wāhine, and wāhine rangatahi in particular, to participate and take leadership roles in the future. The fantastic kōrero was deep, honest and inspiring, and positive feedback was received from attendees and participants, including that this sort of event should be held regularly. The event was live-streamed and recorded to enable it to reach a much wider audience.

Other key outcomes included:

- **200+ in attendance** at the symposium
- **300+ joined the event through the live stream**
- **4,000+ views of the online video.**

The symposium showcased the digital billboard campaign and was timed to coincide with it.

5.2.3 TE KOTAHITANGA NGĀ WĀHINE TOA – NGĀTI TAMATERĀ

The Puawānanga Wāhine Toa Symposium 2023 hosted by mana whenua Ngāti Tamaterā (via the Ngāti Tamaterā Treaty Settlement Trust) was held on 20 July 2023 to showcase wāhine toa leadership. Ngāti Tamaterā is one of the 19 mana whenua in Tāmaki Makaurau and are mana whenua within two rohe – Tāmaki Makaurau and the Hauraki regions.

This symposium brought together wāhine from Māori, Pasifika, new migrant and whānau haua (disabilities) communities in South Auckland. The aim was to acknowledge and promote wāhine toa leadership across sectors, targeting the most marginalised communities to ensure engagement and participation with women in leadership.

Outcomes and legacy

Three events were delivered on the opening day of the FIFA WWC, with a great line up of inspirational wāhine toa keynote speakers, from high-achieving sports personalities, iwi chairs, marae, and leaders from the community doing the mahi at grassroots, sharing their insights and journeys.

About 450 wāhine from mana whenua, mātāwaka, Pasifika, new migrants and whānau hauā (disability) organisations were highly engaged at breakfast, lunch and dinner sessions. The events' success has created a template for future events, especially in South Auckland, but also across the motu and has helped to build capability. The strong feedback from participants was that they would like this to become an annual event.

“The speakers – wow – I loved each and every one of their kōrero. Their sharings of adversity they have encountered, overcome and continue to work through this absolutely filled my cup and reminded me that I am not alone in my journey which at times can feel lonely when working in a government department as a Māori Wāhine so for this I thank you. I wish more events like this could be available to attend.”

Participant feedback

“A massive mihi to... [Ngāti Tamaterā](#) who were our hosts and wove this magnificent programme together. The level of diversity, engagement and commitment to the community was just outstanding. What a hearty as day – amazing kaikōrero.”

MC feedback

5.2.4 AMBITIOUS LEADERS’ EVENT – NEW ZEALAND TRADE AND ENTERPRISE

Taking on the world: Ambitious leaders making their mark was a New Zealand Trade and Enterprise (NZTE) event celebrating ambitious female leaders in sport and business. It aimed to shed light on the positive impact of female leaders on both their communities and country and to encourage young women to pursue leadership roles and entrepreneurship, while also supporting those already on their journey towards these goals.

The breakfast event, held at Tākina Events Centre, Wellington on 27 July, was a panel discussion highlighting four female leaders and their journeys through leadership and included a Sustainability Showcase of five impressive female-led sustainable export companies and their products. The discussion was led by Alice Soper, a professional MC and sports journalist.



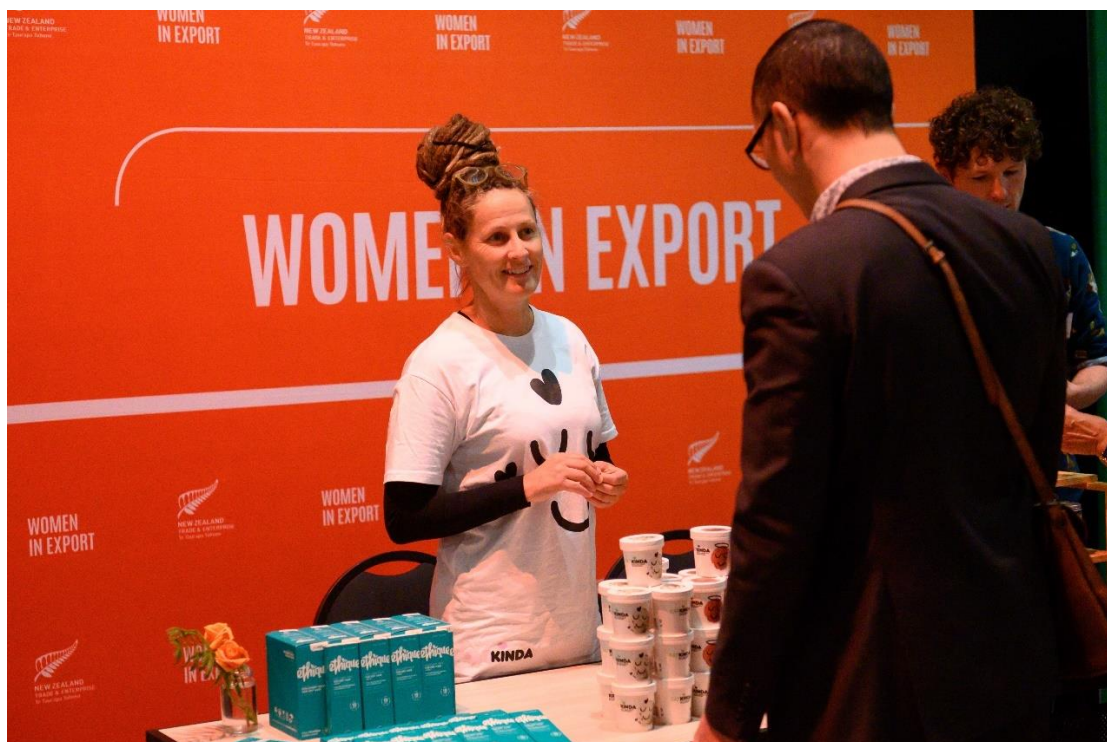
Speakers pictured from left to right: Miriana Stephens, Dr Johanna Wood, Alice Soper, Rebecca Sowden, Rachel Taulelei

Panellists told their story and journey as ambitious leaders. Rachel Taulelei and Miriana Stephens are world leaders in sustainable Māori-led businesses and shared the unique experiences that led them to where they are. Former Football Fern and ‘Correct the Internet’ founder, Rebecca Sowden, shared her vision for data accuracy on women’s achievements in sport. Dr Johanna Wood told her fascinating tale of going from dairy farming, to teaching, to President of NZ Football and becoming the first-ever female on the FIFA Council.

Outcomes and legacy

The paid event attracted **250 attendees**, allowing NZTE to **donate \$5,000 to New Zealand Powerchair Football**. By spotlighting success stories and fostering an environment that nurtures ambition, NZTE aimed to inspire and empower more women to embark on entrepreneurial export journeys. The event sparked meaningful conversations, weaving its influence into communities, igniting the aspirations of future generations, and championing the rights and opportunities of women and girls in both sports and society.

It left an ongoing legacy as the content is on YouTube, encouraging continuous engagement, education and the promotion of diversity and inclusion outcomes. A sustainability video was created (a joint Ambitious Leaders and All-Wāhine Trade Mission initiative), to tell the story of, and showcase, businesswomen who are leading in sustainable business and creating a positive environmental impact.



Sustainability Showcase product stand at the Ambitious Leaders' Event. Credit: New Zealand Trade and Enterprise.

“There’s nothing quite like being fired up over breakfast by a bunch of ambitious leaders pushing boundaries and forging their own paths to create change.”

Participant feedback

“When you don’t look or feel like anyone else in the room, you can’t ‘not be seen’ – it’s a gift. Build something for others, not just for yourself; bring other people with you. Loving what you do every day is the difference between success and failure.”

Rachel Taulelei

5.2.5 ALL WĀHINE MIHI WHAKATAU – TE RAUKURA, TE WHAREWAKA O PONĒKE CHARITABLE TRUST

A unique all-wāhine mihi whakatau (welcome) was part of Hinemoa Ka Eke – Wellington’s welcome to the world on the tournament’s opening day. The ceremonial welcome and waka presentation from Whairepo Lagoon (Frank Kitts Park) with an all wāhine crew was a collaboration with Wellington City Council and Wellington NZ. The objective was to showcase our unique Māori culture to the world, acknowledge and celebrate the women in our communities, provide hospitality (manaakitanga) and connections (whakawhanaungatanga) to all visitors to Aotearoa New Zealand, the wider community, and participants who supported or were involved in the FIFA WWC.

Opening with a karakia, the spectacular mihi whakatau took place over 90 minutes. Three waka entered the lagoon to a dramatic welcome, followed by a waka ceremony on the water, leading into the mihi whakatau to welcome visitors, including presenting a taonga to the Australian co-hosts, **kapa haka performances and a waiata led by more than 400 local school children.**

Outcomes

More than 200 guests and VIPs attended the spectacular ceremony with 72 paddlers (and more than 20 in support), immersing visitors in Māori culture and welcoming them to Wellington and the FIFA WWC. The collective participation between mana whenua, the waka community, the school communities who participated

in singing the narrative waiata – including **31 local schools and 400 tamariki** – enhanced relationships and strengthened the principles and values of tikanga Māori.

The story of Hinemoana Ka Eke connected to the natural elements of the sea and Hineahuone (the first female creation in the minds of Māori) in a powerful narrative. Feedback from the paddler community was extremely positive, particularly from the wāhine, as it allowed them to feel more connected to the tournament and the community.



Waka drawing near as part of the Hinemoana ka Eke event in Wellington on 20 July 2023.

For the tāne (men) paddlers (**up to 45 tāne aged between 13 and 50 spent six weeks training**), the practice of kawa (marae protocol), tikanga (custom) and kotahitanga (unity) conducted within this rōpu (group) and the facilitation of cultural values will have long-lasting positive impact. Feedback showed there was a genuine sense of connection to the moana (ocean), the community, each other and the kaupapa. The feedback from local schools was outstanding and feedback from the teaching community suggested some students found the experience profoundly life altering.

“Thank you for the opportunity for our students to perform in a meaningful way. They enjoyed preparing for it and discussed the significance of the event and their role in it.”

Deputy Principal, Sacred Heart Cathedral School


“Thank you for giving our tamariki this opportunity. They loved it!”

Principal, Ridgway School

5.2.6 DEVELOPING INDIGENOUS WOMEN LEADERS PROGRAMME – TE RUNANGA O TOA RANGITIRA (NGĀTI TOA)

Kia whakamanahia ngā wāhine, kia tāraia te anamata

Empowering Wāhine, Shaping Futures



Wāhine Taiea – Developing Indigenous Women Leaders is a programme dedicated to supporting young women aged 18 to 25 in uncovering their inherent leadership qualities. Through the power of whakapapa (genealogy) and pūrakau (ancient legend), the year-long programme offers a transformative journey, providing opportunities for young wāhine to embrace the qualities of leadership handed down over generations.

The year-long leadership programme consists of four wānanga, a research project and cross-cultural exchange in which participants will learn and develop essential leadership skills.

Outcomes and next steps

Fourteen young wāhine Māori were successful applicants to the leadership programme and participated in the first three wānanga. As a result of the programme there have already been opportunities for the wāhine to be on working groups, panels and to gain real-life leadership experience. One example is the opportunity for wāhine interested in the environment to attend the New Zealand Water Conference.

Wānanga 4 will be delivered in 2024 and will incorporate planning for the research project in which wāhine will select their topics, be paired with mentors and travel to an indigenous nation to undertake a comparative study of indigenous communities locally and globally, fostering innovative solutions to local challenges. The participants will then present their findings and impactful strategies to iwi leaders, government representatives, and peers at the programme's conclusion.

5.3 Education and Schools' Programme

5.3.1 GIRLBOSS “MAKE YOUR MOVE” – MINISTRY OF EDUCATION (MOE)

For FIFA WWC, GirlBoss NZ partnered with the MOE, Sport NZ and MBIE to deliver a leadership and resilience programme designed to empower and build confidence for young women, with a focus on Māori and Pasifika wāhine.

Designed to help 15- to 18-year-olds see positive future pathways for themselves, to break barriers by championing women as courageous and resilient leaders across all of society, it provided a unique learning environment, with a mix of in-person and online activations, to help women further develop their confidence, resilience and leadership competencies. The GirlBoss Make Your Move programme included:

- **GirlBoss Edge Healthcare: a 10-day interactive online school holiday programme for 928 wāhine (15 to 18 years)** and mentors, featuring Facebook Live events, Q+A sessions, team challenges, discussions and 540 one-on-one mentoring from 150 wellbeing professionals, such as doctors, surgeons, midwives and CEOs
- **activation hubs: seven activations** at Career Expos **reaching more than 25,000 wāhine from 258 schools**
- **speaking events**
- **'We the Women' hackathon**
- integration with the **#It'sMyMove²² Challenge** from Sport NZ.

Outcomes

Thousands of young wāhine developed their confidence, resilience and leadership skills via these activities. **GirlBoss Edge Healthcare** ignited a spark in countless young women, inspiring them to blaze their trails in fields like health, science, and sport – and to be unapologetically ambitious in reaching their potential. The initiatives didn't just capture media headlines; they ignited candid conversations on women, sport and recreation, gender equality and the FIFA WWC.

The online delivery of this school holiday programme meant girls in regions and rural areas could take part. Edge Healthcare speakers and mentors included health industry professionals like Jazz Thornton (mental health advocate), Dr Hinemoa Elder (psychologist, forensic psychiatrist, neuroscientist) and Dr Justin Sung (former medical doctor, author and co-founder of Foster Our Future). Outcomes included:

- **87% of alumni would describe their experience as “life changing”.**
- **153 mentors delivered more than 540 one-to-one mentoring sessions** with young wāhine.

²² [For more information about the Sport New Zealand #ITSMYMOVE project.](#)

- **92% now have connections with professionals** in their desired career field, (compared to just 18% before).

Participant students aged from 15 to 17 years:

“Before GirlBoss Edge, I struggled with getting out of my comfort zone and socialising with others. During GirlBoss I met many extraordinary young women who have the same interests as me. I now have become so much more confident. The key learning I will take from this programme is no matter where you're from, you can be successful by following what you are passionate about.”

“My whole entire life has changed... Honestly, it is mind-blowing how much I have learnt within 10 days of this programme compared to my entire 17 years of living.”

“Before, I was struggling to find encouragement. I was unmotivated, bored and, quite frankly, lost. In this programme, there were many elements that I will forever be inspired by. I have grown in this short amount of time. Going out of my comfort zone, I made so many new friends. Truly, a life-changing programme, and I hope every other teen girl had just as much fun as I did.”

Activation Hubs brought together a staggering 25,644 students from 344 schools. These energetic gatherings amplified GirlBoss NZ’s impact significantly. These dynamic hubs offered interactive activities to ignite engagement. The interactive photo booth stole the show, with more than 7,000 interactions. Young women eagerly shared their photos online, becoming catalysts for others to join the ‘Make Your Move’ movement.



Auckland, Hamilton, Palmerston North, Napier, Wellington, Christchurch & Dunedin



Students taking part in the GirlBoss ‘Make Your Move’ Activation Hubs.

‘We the Women Hackfest 2023’ was a two-day hackathon to encourage young women to create solutions to promote gender equality. It included a speaker from FIFA, **supported 90 young women to pursue their dreams** and resulted in significant shifts in the confidence, skills, and self-belief of those involved. GirlBoss NZ was inundated with positive feedback from the young women who participated in this life-changing two-day event.

The average rating for the programme was **4.9 out of 5** and 100% of participants felt more confident in themselves, were inspired by role models, made new friends and would attend again.

Participants aged from 17 to 25 years:

"It was a truly remarkable and transformative experience that I will long cherish."

"We the Women 2023 made me realise that I am amazing!"

"It was a life-changing experience, and I would go again in a heartbeat."

GirlBoss launched the **"It'sMyMove Challenge"** in collaboration with Sport NZ. A problem-solving challenge to craft solutions to increase female participation in sport, all entries were evaluated by Sport NZ. **More than 800 participants enjoyed personalised one-to-one mentoring** to refine their concepts. Impressively, many of these determined women didn't just brainstorm; they executed. Their initiatives, spanning exciting School Sport Days to the birth of new all-girls sports teams, herald a youth-led and inclusive era for women in sport.

The programme received substantial media attention creating impact on a national and international scale and was featured in more than a dozen media outlets including FIFA.com, Olympics.com, the *Women's Weekly*, *Education Gazette*, *NZ Herald* and Radio NZ. As New Zealand's largest network for young women, GirlBoss also focused on user-generated content, with social content from 36 wāhine with a passion for health, wellbeing and sport who took over the GirlBoss social media accounts for a day each and created and shared their own content.

Legacy

GirlBoss's initiatives were practical springboards for action. Young women didn't just get inspired; they received the tools and one-to-one mentorship needed to turn their ideas into solutions. The initiatives weren't just inspirational; they were catalysts for action. Participants took action, implementing their ideas and solutions within their schools, families and communities and their efforts sparked a ripple effect, leaving a tangible legacy of change in their wake. As a result, a new generation of leaders has emerged, armed with the skills, confidence and determination to drive meaningful change in the world around them.

5.3.2 MARAE O HINE – ARATIATIA COMMUNITY MARAE

A three-day wānanga based at the Fairfield College community marae was planned for up to 40 teenage girls and young women of mixed ethnicities and ages. The young women were offered the opportunity to celebrate Te Ao Māori, build community friendships, develop as wāhine toa, learn about local history and participate in football training, skills development and a mini tournament inspired by the FIFA WWC.

While the programme started as planned, a case of COVID-19 among participants meant the initial wānanga had to be postponed. On day one, participants were welcomed to Aratiatia Community Marae and received a blessing from the mana whenua of the rohe, Ngāti Wairere at Te Awa o Waikato (Waikato River), learned the history of the tupuna awa and enjoyed dinner together. Once the COVID case was discovered everyone went home, and the programme had to be adapted to run across three weekends. On the second weekend, 16 participants went on an historical tour following the narrative of a Ngāti Wairere tupuna whaea, Erana te Rangikawau to celebrate wāhine toa of old and to encourage wāhine toa for the future. They were taught to make taonga puoro (traditional Māori instruments). The final part of the programme was moved to Te Awamutu Football club to play football and learn skills, which was followed by kai (food) and a prizegiving.

Outcomes

Despite the programme being disrupted due to COVID and having to pivot quickly, everything was delivered, just in a different format. The participants learned about local history and tikanga, as well as learning football skills that will stay with them forever. The wānanga contributed to building relationships, community connections and social cohesion, with an opportunity to deliver further wānanga as a result. Fundraising by the project team meant 45 participants and whānau also attended a FIFA WWC game.

6 Te Tangata / Thriving Communities

The programme objective for Pou Two of the Puawānanga Outcomes Framework: **Te Tangata / Thriving Communities** was to **bring people together to build community, enhance wellbeing and protect our environment** and this section details the governments' projects and programmes that primarily delivered outcomes in this area.

The key outcomes for Pou Two: **Te Tangata / Thriving Communities** are:

- inspiration for tamariki and rangatahi to enhance their wellbeing and reach their potential through sport
- ensuring all New Zealanders can be part of, or feel a connection to, the event
- a greater sense of belonging and connectedness through the tournament
- teams and their communities feel welcomed, celebrated and part of Aotearoa New Zealand.

The key objectives or aspirations for Pou Two: **Te Tangata / Thriving Communities** were to:

- celebrate and showcase Aotearoa New Zealand's unique identity
- act as responsible guardians of our land, environment and people through sustainable partnerships and practices
- raise the profile of the Tiaki Promise
- enable the diverse communities of Aotearoa New Zealand to engage with the tournament
- partner with Football to maximise participation and engagement outcomes
- create connections and engagement with tangata whenua to enrich outcomes for Māori
- support and enhance tournament sustainability initiatives.



New Zealand fans show their support prior to the FIFA Women's World Cup Australia & New Zealand 2023 Group A match between New Zealand and Norway at Eden Park. Credit: Jan Kruger – FIFA (2023 FIFA).

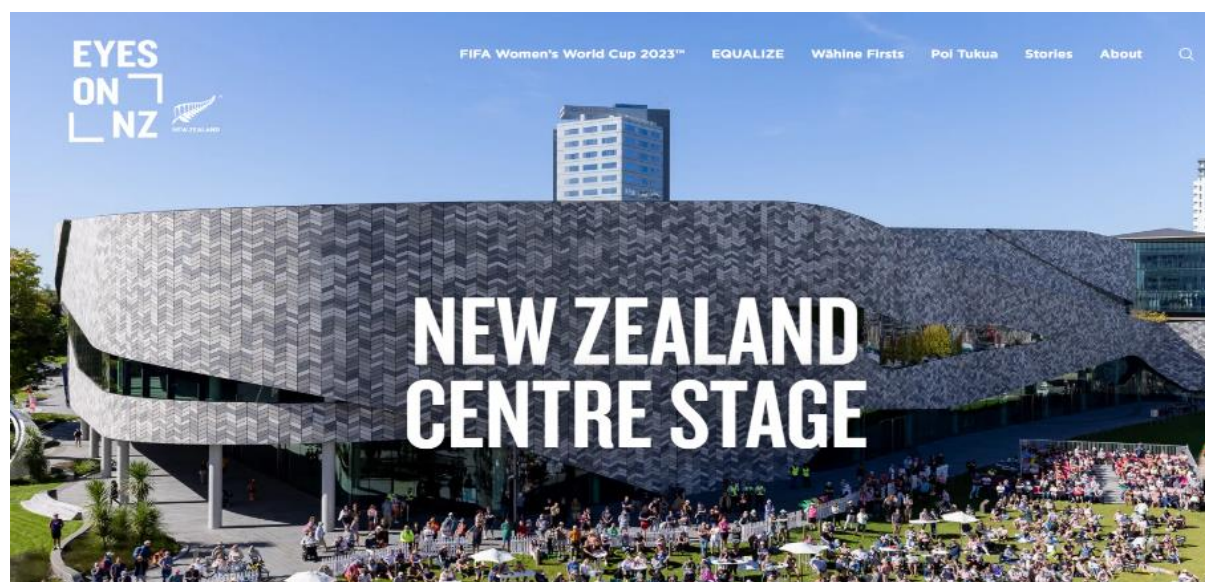
6.1 National and Community Engagement Programmes

6.1.1 EYES ON NZ – NEW ZEALAND STORY

The EyesOnNZ campaign, initiated by New Zealand Story, was designed to engage New Zealanders with the FIFA WWC Tournament and leverage hosting it to enhance and amplify New Zealand’s brand internationally.

Initially developed for the FIFA WWC Draw in October 2022, EyesOnNZ was launched as a digital brand (through a website and social media) to raise the profile of the Draw and the tournament. This central, digital brand helped attract and engage domestic and international audiences. People could connect to the excitement and wider story around the FIFA WWC, including New Zealand-specific storytelling and events designed to inspire and enhance Brand New Zealand. As a result of the success of EyesOnNZ in helping raise the profile of the Draw, it was decided to extend the website and social channels until the end of the tournament.

The dedicated website (www.eyeson.nz) was developed to house important information about the FIFA WWC, making it a one-stop shop for everything domestic and international audiences needed to know. This included tournament schedules, news updates, Squad members’ profiles, the other Puawānanga projects and everything else that was happening during the tournament around the country, sharing exciting stories and events from people and communities, with a focus on empowering future generations of Kiwis and leaving a lasting legacy.




[EyesOnNZ website homepage](#). Credit: New Zealand Story.

Outcomes

The EyesOnNZ campaign successfully engaged New Zealanders and visitors with the FIFA WWC and amplified New Zealand's brand on the global stage, leveraging the FIFA WWC to showcase New Zealand’s rich culture and approach to hosting major events. It was the sole online platform offering a holistic, national snapshot of the tournament and wider activities as they unfolded in Aotearoa New Zealand. The campaign included a website [EyesOnNZ website](#) and social channels on [Facebook](#) and [Instagram](#).

Regional channels provided insights into specific event information happening in those cities and stadia. EyesOnNZ curated and aggregated highlights from across the regional channels, allowing audiences to immerse themselves in the vibrant atmosphere of Aotearoa New Zealand. For example, highlight reels were created for each Host City to celebrate their beautiful landscape and vibrant city scenes.

The campaign successfully amplified Aotearoa New Zealand's cultural richness, manifesting the nation's spirit of unity and hospitality. Through curated content from various cities, channel audiences experienced the ambiance and vibrancy of the events across Aotearoa New Zealand. Campaign content was crafted around official FIFA WWC events, supplemented by broader theme-based content, such as female sporting legend stories and stories



highlighting Aotearoa New Zealand innovation, sustainability and rich history in women’s empowerment. For example, the EQUALIZE speaker series and *Wāhine Firsts* campaign celebrated female trailblazers across sport, business and society to engage current and future generations, all while living our values as a progressive nation.

The EyesOnNZ campaign successfully reached **2,839,406** individuals, garnering an impressive engagement of **1,397,952**. The social media videos were viewed **428,992** times, while **the website attracted more than 80,000 users, and had 390K event count (interactions) by its users.**

New Zealand Story successfully grew and retained an engaged community of more than **2,000+** people. The combined **average engagement rate reached an impressive 7%**, compared to a global benchmark of **3%**. These numbers demonstrated effective audience reach and interaction, indicating the campaign's impact on generating conversations and raising awareness about this major event being hosted here, extending beyond the event itself to promote Aotearoa New Zealand's culture and places of interest surrounding the event.

The campaign connected content from NZ Story, Host Cities, and stakeholders, such as Sport NZ, The Squad (see page 65) and the Ministry for Women. By amplifying content from these partners, the EyesOnNZ campaign ensured their efforts gained both local and international visibility, enriching their contributions to the overall success of the FIFA WWC.

Legacy

As eyeson.nz was developed, a strategic approach was taken to ensure that future opportunities with major events in Aotearoa New Zealand could be maximised. The EyesOnNZ platform was set up to continue beyond the FIFA WWC enabling it to get behind other major events to enhance reach and engagement, as well as continuing to tell the New Zealand story on the world stage.

6.1.2 POI TUKUA – SPORT NEW ZEALAND

The aim of the Poi Tukua programme was to enable a large-scale, national engagement campaign to galvanise Aotearoa New Zealand in its support of the FIFA WWC. It aimed to engage Kiwis and international visitors alike in te ao Māori, by using poi and waiata.

The kaupapa of Poi Tukua built on the excitement and momentum of previous world cups, particularly Wā Poi (from women’s Rugby World Cup 2021, played in 2022) and the stages of Te Matatini. It sought to continue to nurture the journey of poi beyond Te Ao Māori (the identity, customs and protocols of Māori culture) by building on a unique legacy to celebrate and honour wāhine.

For FIFA WWC, the Poi Tukua project gave New Zealanders and manuhiri an opportunity to understand and embrace poi. It included three strands:

- **Poi Tukua** – a campaign supporting and empowering people to use poi in stadia and in celebration of wāhine athletes for the tournament.
- **Poi Tukua Waiata** – a waiata (song) composed in te reo Māori and English to celebrate poi (see page 60).
- **Poi in Schools** – education resources for tamariki (children) (see page 70).

The **Poi Tukua** campaign drew its name from the waiata commissioned by Te Taura Whiri i te Reo Māori (the Māori Language Commission) to uplift women in sport during this tournament and beyond, and was aptly named by Māori Language Academic, Sir Timoti Karetu, to send poi beyond te ao Māori.

The project encouraged people from all walks of life to engage in te ao Māori and encouraged Kiwis and manuhiri alike to give poi a go during games to celebrate and honour wāhine athletes. It also cemented poi as an international symbol of empowerment for wāhine and was a great way of showing support for the athletes during the tournament and beyond. People brought their own poi or collected many that were available around stadia and Fan Festivals.

Poi is a Māori taonga (treasure) that symbolises unity and coming together. Poi Tukua supported people across Aotearoa New Zealand – Māori, international visitors and the people of Aotearoa New Zealand – to come

together to learn about and celebrate with poi. One of the aims was for everyone to cherish and respect poi, while also having fun. To support and empower people to cherish poi and confidently wield one, mana whenua and host cities engaged with communities across the motu.



The Squad member Latiyah in the [Poi Kia Mau video](#). Credit: New Zealand Story.

The Poi Tukua project team worked in partnership with FIFA, NZF, Host Cities, Team-Base Cities and mana whenua within those cities to develop and deliver local poi-making activities.

Outcomes

The Poi Tukua project was a huge success with excellent engagement and uptake in the stadia and Fan Festivals and it had some positive media coverage. Poi Tukua celebrated wāhine (women), expressed pride for Māori culture, and welcomed visitors to Aotearoa New Zealand. Poi Tukua had locals and international visitors alike say “karawhiua!” and they gave poi a go!

Digital assets and social media content were developed before the tournament to raise awareness of and excitement about Poi Tukua, and to help break down the barriers to appreciating and using poi. The hero of these assets was **the Poi Kia Mau video. It was viewed more than 700,000 times** on social media, and **more than 500 people responded to the “poi challenge”²³**. The star of the video **Latiyah Takimoana had more than 1.6 million views on social media** of her FIFA-related poi activities. She also performed at the FIFA semi-final, showcasing and cementing poi as a symbol of support.

Within FIFA Fan Festivals around the country, poi making, poi movement lessons and other engagement opportunities were also part of Fan Festival activities, influenced by local mana whenua and poi makers who supported the activations. Activities and community activations celebrating poi were part of wider community engagement activities throughout the country, and in a number of marae.

More than 70,000 poi were handmade by Māori businesses, marae and community groups and gifted at stadia and fan festivals. All poi had a QR code, which took fans directly to the Poi Tukua page on the EyesOnNZ website with information and videos describing the history and tikanga of poi, and lessons on how to make and use poi. Similar content was provided to media and broadcasters via FIFA digital portals.

To ensure the link between poi and supporting our wāhine was really clear, the inclusion of poi in stadia was essential. Both *Poi Kia Mau*, and the Poi Tukua Waiata provided core pieces of content in all stadia at every

²³ [Poi Kia Mau](#) video with Latiyah Takimoana, showing people how to use poi as part of Poi Tukua project.

match. There were poi cams, poi given to fans and te reo in match enhancement scripting. It was critical to the success of the project and resulting engagement to have FIFA's support for poi, the waiata (song) and enhanced inclusion of te reo Māori to be used inside stadia. All 16 New Zealand-based teams were gifted poi during their time in the country, with poi often being part of team welcomes.



Performer holding poi. Credit: [More FM's website](#).

Legacy

Anyone can join the Poi Tukua movement to grow the legacy of this project and nurture and enjoy the journey of poi, with lots of accessible poi content on the following websites:

- [EyesOnNZ – Poi Tukua](#) (eyeson.nz)
- [Sport New Zealand](#)
- [Ministry of Education](#).

The video resources and content explore the whakapapa of poi and the power of this taonga, as well as how to make and use poi – **with resources in both English and te reo Māori**.

As well as the lasting impressions of thousands of fans twirling poi within stadia that beamed around the world, many news stories here and internationally were written about poi, including a dedicated segment on BBC that described the role of poi in Aotearoa New Zealand and the connection with the tournament. Poi have continued to be part of Aotearoa New Zealand's sporting landscape, appearing in recent women's Rugby League, Softball, Netball and Rugby events and matches in Aotearoa New Zealand and overseas. Teams and fans continue to embrace the taonga of poi as a means of celebrating and elevating Wāhine Toa athletes.

A taonga from Aotearoa New Zealand and a small part of our story that speaks to our unique cultural identity will now be on display in the FIFA Museum in Zurich forever. The Museum's heritage team recognised the role and importance of poi as part of collecting significant objects from the tournament and a traditional poi has been added to the permanent collection.

6.1.3 POI TUKUA WAIATA – TE TAURA WHIRI

Poi Tukua was the official reo Māori (Māori Language) waiata poi for the FIFA WWC in Aotearoa New Zealand, that captured the spirit of aroha (love) and manaaki (care) and celebrated women in sports around the world.

An incredibly special waiata, it was written and performed by Makayla Purcell-Mainini, in collaboration with Dame Hinewehi Mohi and Sir Timoti Kāretu, and produced by Ji Fraser and Dan Martin. Poi Tukua was, and still is, all about celebrating wāhine at the tournament, and beyond, through poi and waiata poi. The waiata was produced bilingually (in te reo Māori and English), with the name of the waiata bestowed by esteemed te reo Māori academic Tā Timoti Kāretu (Ngāi Tūhoe, Ngāti Kahungunu).

Dame Hinewehi Mohi, who composed the waiata, described the project is a way to pay homage to the female prowess of Māori ancestors.

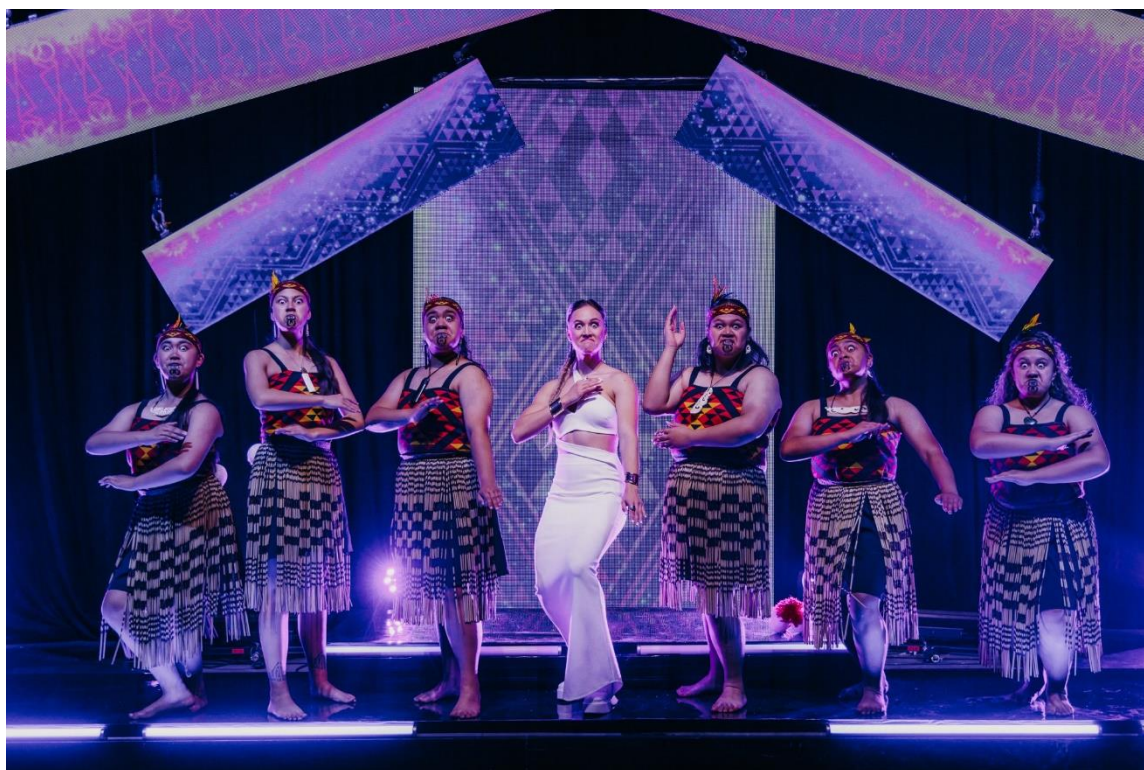
“This is an opportunity to release the poi and the symbol of poi to the world because I think the association is often made to poi being a symbol for women, although men poi as well. The women participating in this competition have a very special job to do, and they have incredible skills and wonderful attributes representing their countries. So this is about providing some symbolism of strength and vitality and our way of getting behind our team and getting behind women in sport for the betterment of everyone.”

Dame Hinewehi Mohi.

Outcomes

The Poi Tukua waiata – celebrating the coming together of poi and football – was successfully launched on 14 July 2023. The music video²⁴ engaged the people of Aotearoa New Zealand, youth and football communities.

Dame Hinewehi and Makayla opened a broad range of media opportunities that complimented their individual audiences. Communications and marketing strategies appealed to national and international audiences.



Mikayla Purcell-Mainini performing in the video for Poi Tukua. Credit: Below Productions.

On YouTube and TikTok alone, the **video for the waiata garnered more than 400,000 views**. Social media reach through Te Taura Whiri channels of 134,000 is a base figure, as the reach is estimated to be much higher when combined with other social media channels and traditional media traffic.

²⁴ [Poi Tukua waiata video.](#)

The Poi Tukua waiata **became the number one song on FIFA’s playlist** during the tournament.

Legacy

While the waiata was gifted to and used for the FIFA WWC, it is available to be used by other female sporting codes in the future. The project was a successful collaboration across public-sector agencies, all supporting awareness and use of te reo Māori, and it created legacy content for future generations.

“The song just inspires rangatahi (young people) to be their best, be strong and grow into these beautiful, strong, empowering women.”

Makayla Purcell-Mainini, waiata co-writer and singer

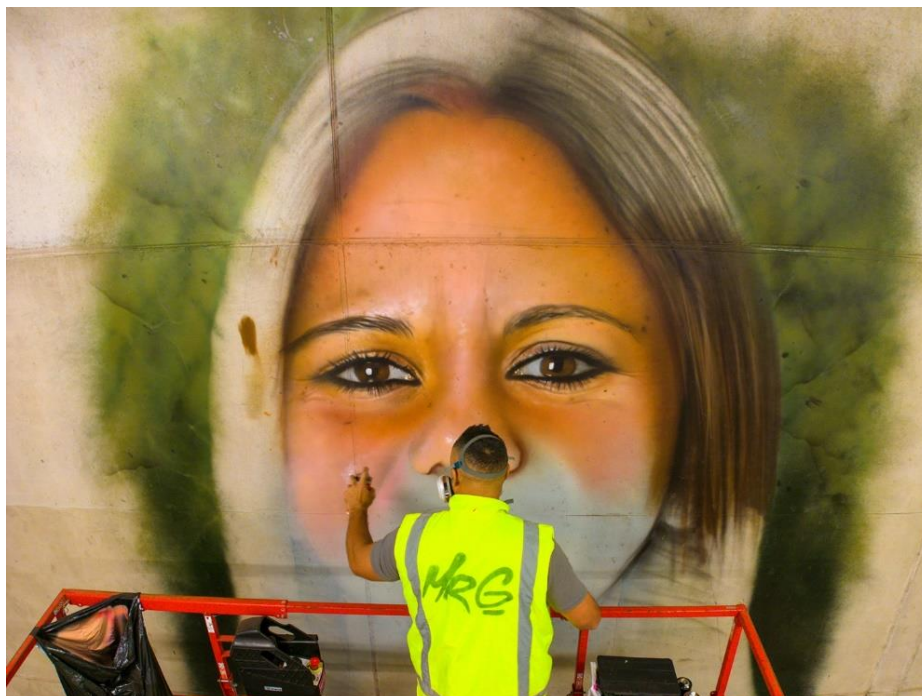
6.1.4 TŪMANAKO 2.0 – TE PUNI KŌKIRI

Tūmanako 2.0 was a project by internationally renowned artist Mr G (Graham Hoete) to celebrate the FIFA WWC by creating six large-scale, outdoor murals in Host Cities, with the help of young female artists from small communities around the country. The art pieces celebrated past, current and future generations of wāhine Māori and indigenous athletes by painting murals in their honour, including Māori and Pasifika Football Ferns to show support as they represented their country at the biggest women’s sporting event in the world. Through his work, Mr G wanted to raise the profile of talented young wāhine artists who may not typically have such opportunities, as well as honouring indigenous wāhine toa athletes to inspire rangatahi and tamariki by seeing themselves in these spaces.

Outcomes

This project helped lift the profile and visibility of women’s football and celebrated wāhine Māori and Pacific players representing Aotearoa New Zealand and inspired the next generation of girls to dream for their futures.

Four female youth artists from rural towns were selected to work with Mr G to help create and paint the six large murals. The journey and creation of the portraits was captured on media and in mini-documentaries that were



made about each Football Fern, all of which was shared on Mr G’s social media platforms (with more than 150,000 followers) and on New Zealand Football, EyesOnNZ and The Squad channels, as well as on The Breakfast show on TV1, on Te Karere news and in local newspapers.

Mr G in the process of painting a portrait of Football Fern Amber Hearn.



Images of Mr G with female rangatahi artists who worked on the project.

Legacy

The project created a lasting legacy for Aotearoa New Zealand and its communities. Six incredible large-scale pieces of art were created that celebrate and honour Māori and Pasifika Football Ferns and an amazing local hero – June Jackson. As well as raising the profile and increasing the visibility of amazing indigenous wāhine, the murals and the reach of the project helped raise the profile of the tournament and women’s football and significantly raised the profile of the five Football Ferns featured in the murals.

A mini documentary was made to document the creation of the portraits and the journey of each athlete to become a Fern. The project also built the capability and confidence of the rangatahi artists, broadening their horizons and they were taught anything is possible and it was possible to make a living being a full-time artist.

The key enduring project legacy was the **six fantastic and inspiring Mr G murals** that can be found at:

- **Auckland:** a mural of Football Fern **Malia Steinmetz** mural was at The Cloud on the waterfront until the end of the tournament
- a second **Auckland** mural “Aotearoa Legends Wall” is at Eden Park and honours one of Aotearoa New Zealand’s greatest football legends, **Amber Hearn**
- **Hamilton:** the mural at FMG Stadium, Gate 2, 128 Seddon Road, features Football Fern **Grace Jale**
- **Wellington:** an artwork featuring Football Fern **Paige Satchell** is located at Shed 6, TSB Arena
- another **Wellington** artwork features iconic local legend, **June Jackson** at the end of **Shed 1**
- **Dunedin:** the mural opposite the stadium, on Anzac Ave, features Football Fern **Claudia Bunge**.

6.1.5 POSITIVE YOUTH DEVELOPMENT PROGRAMME – MINISTRY OF YOUTH DEVELOPMENT (MYD)

This series of youth development programmes around the country supported diverse young people to engage in personal development initiatives and build social connections with their peers and/or communities, focusing on skills, leadership and community development, as well as increasing wellbeing, capability and resilience, leadership and communication skills.

The programmes had a tuakana-teina where an older, more expert tuakana (older sibling or cousin) teaches a younger or less expert (teina) and co-design model. Ten women in each cohort aged 16 to 24 undertook leadership and sports training (to improve their skills, leadership and confidence and upskill in a sport and in event 65rganizing) and then used their new skills to train younger children aged 10 to 13 in their communities. Ministry of Youth Development (MYD) partnered with 10 organisations in Auckland, Hamilton, Wellington, Christchurch, Timaru and Dunedin, that deliver youth development programmes to targeted youth groups, including young women, people living with disabilities, young people in the Rainbow community, young people from ethnic communities (particularly with migrant and refugee backgrounds) and young people living in the regions.

Outcomes

Overall, the project has improved wellbeing, capability, resilience, leadership and communication skills, and social connections for young people through activities including skills and leadership training, coaching, group participation in sport and other related youth-initiated events.

Testament to the project's success, a high proportion of participants **(89%) reported significant improvement in their wellbeing**. Other outcomes were:

- A total of **483 young people participated** in at least one of the skills and leadership programmes. Of these, 61% were young women; 49% were young people from ethnic communities (particularly from a refugee and migrant background); 13% were disabled and 3% were Rainbow young people.
- **96% of the participants were 'happy' or 'very happy' with the programme**, and they gave almost the same rating for their experience with the facilitators (97%) and the venues (95%).

Case study – The Umma Trust in Auckland


The Umma Trust organised a football programme (from 6 – 18 July 2023) for more than 20 young women from different ethnic communities (Somali, Ethiopian, Afghan, Rohingya and other "Kiwi" born young women). Learning football skills and building positive relationships with each other, the group was able to form a soccer team. The coach then focused on developing confidence, supporting a sense of identity and belonging of ethnic young women. During the training, participants also shared their whakapapa and learnt about different cultural and religious practices, which resulted in more enriched learning, and opened up their understanding of one another.

Having New Zealand-born young women as part of the programme gave ethnic young women the opportunity to develop friendships with "Kiwis" – a first time for many, despite being here for more than a year. This facilitated a greater sense of connection, participation and belonging in "Kiwi" society.

One of the programme highlights was playing together as a team against the visiting US refugee team RASYouth, facilitating a sense of belonging. Young women said things like:

"We come from the opposite sides of the world and yet we are just the same".

The FIFA WWC project has been instrumental in building social connections across different cultures through shared experiences of the refugee-journey and a love of sports.



"It felt like magic – the wairua of being together and celebrating each other. Everyone, both feet in and showing up with integrity, transparency and authenticity."

Coach

"I don't know what you've been doing, but my daughter is bounding through the door with so much positivity. She's a changed person because of this project."

Parent

"In all honesty this programme has taught me to survive. It's changed me into a better person and shown me how to be the best I can be. It's shown me to not be afraid and make the most of the life I love. It's helped me grow. The best thing about being in this programme is the bonds I've created with not only the girls, but the leaders also."

Participant

Legacy and next steps

The project has highlighted the strength of youth development providers in using activities of interest to young people, such as sports-based programmes, to achieve better outcomes for young people. The impacts of the project on participants will remain for some years, with some participants now thinking of ways to give back, including through volunteering.

Providers have also established better connections and collaborations, including with charitable trusts and community sport clubs, which they will draw on for future opportunities. MYD will use the insights from this project to inform future funding investments and the ongoing design of its approach with providers and stakeholders. Other indicators of its success and legacy outcomes were that:

- participants made new connections and positive relationships with other young people from other youth centres, including friendships formed between refugees and non-refugee young girls
- young people were able to run their own programmes and display great leadership skills
- families of disabled young people built connections with other families, which is vital when supporting children living with disability
- as programmes were youth-led and co-designed, rangatahi felt empowered by making decisions and doing things for themselves, coordinating logistics and assessing options if things didn't go to plan
- providers collaborated and built new connections with other youth groups in their regions, Youth Councils, schools, businesses, NGOs (such as the Red Cross), charitable trusts, international organisations (for example, Refugee Soccer, Utah, USA) and other sport clubs (such as Waitematā Football Club).

6.1.6 NATIONAL STORYTELLING AND ENGAGEMENT PROJECT – MBIE

MBIE engaged the services of an agency to deliver a national storytelling and engagement project to increase awareness of the tournament and surrounding activity, build excitement among New Zealanders, and bring them on the journey to make them feel like an important part of the event.

This project brought together all the pieces of the puzzle to tell a cohesive story about the FIFA WWC in Aotearoa New Zealand, including the government's leverage and legacy programme, activities happening in the Host Cities and New Zealand Football activities to grow the sport in this country.

It aimed to spread the excitement beyond the 90 minutes on the field and across the tournament and throughout the country, bringing to life the intersection of football and culture, energising our communities and businesses, and inspiring the next generation of female athletes and footballers. This approach reflected the mega-event nature of the FIFA WWC and the chance to amplify domestic and international excitement and awareness.

The project was supported by The Squad (Aotearoa’s World Cup hype team) – a team of well-known Kiwis acting as roving reporters and content creators with strong community connections who might not ordinarily engage with sports or football. Squad members reported on events and projects and engaged Kiwis in the overall experience the FIFA WWC offered. The Squad was made up of Kara Rickard (Captain), Sharyn Casey, Rebecca Keil, Tegan Yorwarth, Janaye Henry, Te Aorere Pēwhairangi, Latiyah Takimoana (also part of the Poi Tukua project), Chris Parker, King Kapisi, Clint Roberts, Johnny Tuivasa-Sheck and Xara Jetly.

The EyesOnNZ website was a critical channel to disseminate information, promote activities and share stories generated through this project.



Some of the members of The Squad – Aotearoa's World Cup hype team.

Outcomes

This project played an important role in bringing together the whole tournament promotion, communications and leverage and legacy approach. It helped amplify outcomes by pulling together strands that supported the engagement of the community, creating excitement and maximising the halo effect that can surround major events. One expected outcome is an increase in women and girls’ interest in and participation in sport.

The Squad reached 1.6 million Instagram accounts and had two million reel plays. There were more than three million plays of Squad and Poi Tukua content.

6.1.7 MĀORI FOOTBALL INITIATIVE – MĀORI FOOTBALL AOTEAROA

This was a programme to build the capacity of Māori football and deliver rangatahi engagement initiatives by Māori Football Aotearoa (MFA). The project supported strategy and future programme development at Māori Football Aotearoa, alongside a programme to support the development of players, coaches, administrators and volunteers to engage and support Māori rangatahi with limited access to football. This project provides investment into MFA to help build capacity, capability and resilience, so it is best positioned to meet the needs of participants, athletes, coaches and volunteers into the future. There are two projects:

- Support for Māori Football Aotearoa to carry out a change project to become a more fit-for-purpose entity, including developing a deeper understanding of what its future needs to look like, and identifying future changes and/or change projects (and supporting their implementation) needed to achieve their objectives to meet the needs of their community in future. This work has supported the development of Hawaiki Ora (governance) and Whanapoikiri Ora (operational) plans that will guide the future direction and running of Māori Football Aotearoa and its engagement with the community.
- Delivery of a rangatahi programme to support the development of club players, coaches, administrators and volunteers to engage and support Māori rangatahi (wāhine and tāne) with limited access or exposure to football. For some players and coaches, it's an opportunity to be connected to the Māori Football Aotearoa player pathway. It expands on the existing Rapua ngā Taonga Huna project which was piloted in Te Tai Tokerau (Kaikohe). Funds will support a further programme in Te Tai Tonga (Christchurch).

The programmes are designed to engage and support outcomes for tamariki and rangatahi into the future and support long-term outcomes that build the ability of Māori Football Aotearoa to support quality experiences and outcomes for Māori, and by Māori, in the future.

6.2 Sustainability Initiatives

6.2.1 THE GREATEST GOAL – DEPARTMENT OF CONSERVATION – DELIVERED BY TREES THAT COUNT

This was a campaign to maximise the benefits of FIFA WWC for Aotearoa New Zealand, by supporting native tree-planting around the country to leave an enduring environmental legacy. It aimed to make the most of the spotlight on the tournament to achieve sustainability, conservation, and engagement outcomes, as well as helping to raise the visibility of wāhine in sport and society, celebrating and inspiring future generations.

“Aotearoa’s incredible native forests are the backdrop to many of our tourism experiences. As athletes and visitors arrive to our shores, we want to extend our manaakitanga and give visitors an opportunity to lay down some roots in New Zealand. Donated trees will grow on these shores for hundreds of years after the tournament meaning greater biodiversity, cleaner waterways and stronger communities.”

Robyn Haugh, Chief Executive of Trees That Count.

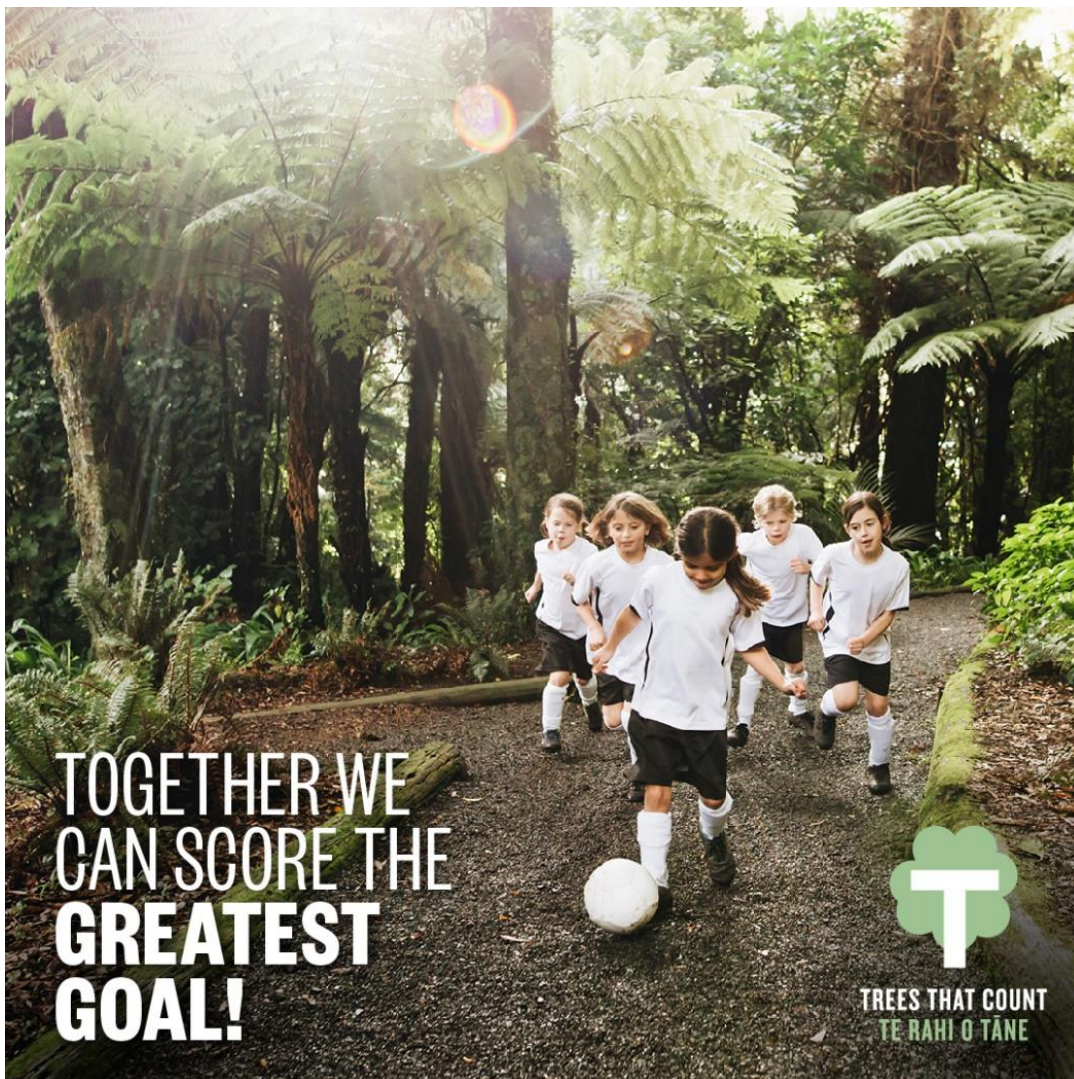
An online crowdfunding platform was developed so that commercial or individual contributions could be made, donating native trees to be planted by volunteers at projects across Aotearoa New Zealand. A six-week campaign encouraged visitors and locals to celebrate the co-hosting of the tournament by learning more about sustainability and donating a native tree, with each tree costing just \$NZ10.

The initial aim was to focus on Host City planting sites, however, after the devastation caused by Cyclone Gabrielle in February 2023, many thousands of trees were also provided to areas impacted by the cyclone as well as to regional Aotearoa New Zealand.

The project was delivered by Trees That Count, an environmental charity that connects funding to projects to restore our unique biodiversity, take action on climate risk, and grow a brighter future through the planting of millions more native trees. To kick-start the project, 25,000 native plants were made available by the Ministry of Primary Industries' funding of \$250,000 via Te Uru Rākau.

Outcomes and next steps

The funding raised enabled conservation and community groups to plant native trees in their project areas with a goal of improving biodiversity and water quality, rehabilitation of land, carbon sequestration, reducing the impacts of climate change and leaving a legacy for future generations. The campaign celebrated future generations including: the championing of women and girls and female empowerment; building on and amplifying existing commitments, like the Tiaki Promise; helping people understand more about conservation estate and sustainability issues; building awareness of the event with local and international audiences.



The Greatest Goal campaign image of young children playing football. Credit: Trees That Count

More than **57,000 native trees** were donated, with people contributing to a movement that will leave a legacy for generations to come and create a habitat for native fauna, clean waterways, support healthier communities and help mitigate climate change.

There were **28 planting projects from Northland to Southland supported with native trees** in 2023, with a total of 52,000 native plants planted. The remaining native trees donated will be planted in 2024, by community groups or organisations approved by Trees That Count.

Legacy

Donated trees will grow for hundreds of years after the tournament, leaving a positive and permanent legacy across the motu: from urban projects to restore biodiversity in Host Cities, to whānau and community projects in regions, every tree planted contributes to Aotearoa New Zealand's rich natural, cultural and social values.

While the native trees planted around the country will leave an enduring legacy, the online crowdfunding platform may also be used for future projects and major events wanting to leave a positive environmental legacy and promote sustainability.

6.3 Education and Schools' Programme

6.3.1 KŌTUITUI SCHOOLS' PROGRAMME – NEW ZEALAND FOOTBALL AND SPORT NZ

Kōtuitui is a suite of resources built as part of Sport NZ's 'In Our Backyard' project to support schools and kura, sporting organisations and local communities to work together in a collaborative way, engaging students in new, different and innovative ways to help them learn through sport. In Our Backyard programmes were also developed as part of the 36th America's Cup, Cricket World Cup, Rugby World Cup and Sail GP.

The Kōtuitui learning module supports ākonga (students) in new ways of learning through football, leveraging off the excitement of FIFA WWC taking place in our own backyard. Focusing on the social sciences curriculum, it was designed for primary and intermediate students (years 4 to 8) and had two parts: classroom learning experiences and football learning experiences. The classroom experiences help ākonga learn about bicultural and multicultural societies and how to connect with one another. The football experiences provided teachers with support to use the FIFA WWC as a context for ākonga to learn about culture and collective identity in partnership with local football clubs.



Children taking part in Kōtuitui Schools Programme. Credit: Sport New Zealand.

Outcomes and legacy

Kōtuitui is an outcome of NZF's *Aotearoa United: Legacy Starts Now* strategy. The schools' programme launched in Term One (January) of 2023 with a dedicated [website](#). **About 1,500 classes from 264 schools and kura participated in the programme in 2023, engaging approximately 30,000 children** around the country.

Kōtuitui is special as it harnesses how communities express their culture and identities through football and futsal. Part of the legacy is that the programme and its resources are ongoing, providing tamariki and rangatahi

with new ways to get physically active while learning about and connecting with their communities. It also strengthens communities and connections between schools and their local football clubs and ensures everyone has the opportunity to experience football or futsal.

6.3.2 POI IN SCHOOLS – MINISTRY OF EDUCATION

This project was designed through the partnership and support of Sport NZ, MBIE, Ministry of Education (MOE), and agency EightyOne Ltd, with the development and distribution of educational resources to schools and kura and educators on the history of poi and how to make your own poi.



HOW TO MAKE POI: ENGLISH



HOW TO MAKE POI: TE REO MĀORI



HOW TO USE POI: ENGLISH

Poi video resources hosted on the [EyesOnNZ website](#). Credit: Ministry of Education.

Outcomes

The [Poi videos and resources](#) are interactive and enable schools, kura and early childhood centres to strengthen connections to local iwi and deepen cultural knowledge through creating Poi to celebrate wāhine athletes competing in all sporting codes.

The assets included:

1. How to Make Poi video in English with Māori subtitles
2. How to Make Poi video with no lines to camera but with a Māori voiceover
3. How to Use Poi video in English with Māori subtitles
4. How to Use Poi video with no lines to camera but with a Māori voiceover
5. An instruction PDF of 'How to Make' and 'How to Use' poi, in English, with some te reo.

MOE used the resources with more than 3,000 staff and on social channels during Te Wiki o Te Reo Māori.

Legacy

Because these are [digital assets](#), they can be shared widely, and accessed anywhere and anytime online. The resources can also be used as part of future events and any poi activations in future years. The resources currently live on the EyesOnNZ channel connected to the [Poi Tukua](#) campaign.

The MOE is working to find a permanent home on its website for the poi resources for the next generation to learn the history of poi and how to make poi.

6.3.3 INSPIRING THE FUTURE – TERTIARY EDUCATION COMMISSION

Inspiring the Future is a programme run by the Tertiary Education Commission (TEC) for schools. Based on local and international research, it broadens career horizons, challenges and stereotypes that can limit young people's potential – by introducing them to role models from the world of work at fun and inspiring events.

TEC research²⁵ on young people’s career aspirations showed the most popular future career for seven to 13-year-olds is a professional athlete. Young people are interested in sport so broadening their awareness of careers in sport can open their eyes to many opportunities in the sector. To celebrate the FIFA WWC, the TEC developed an online version of Inspiring the Future around sport. Schools could sign up for online events where ākonga (students) would meet people who worked or volunteered in the sports sector. The aim was to show students the exciting careers in sport beyond being a professional athlete.



Inspiring the Future event, Brandon Intermediate School, 2020. Credit: Tertiary Education Commission.

Outcomes

Three online hour-long events were run during the FIFA WWC. Five new schools joined, connecting about 130 students with role models and introducing them to jobs in sport they didn’t know existed. Each event featured three role models who worked or volunteered in sport.

The role models did an incredible job – they were inspiring, engaging and related their job and experience to the students’ ages and locations. All the role models gave positive feedback after the event, saying it was ‘engaging’ and ‘inspiring’ and they would be interested in doing more events.

“I really enjoyed how Inspiring the Future staff created a comfortable, relaxed yet effective environment for both the role models and schools. It didn’t seem onerous and the schools were very engaged. With an online event it achieved positive outcomes for all involved.”

Sporting role model

Schools gave positive feedback that it was ‘informative’, ‘engaging’, ‘inspiring’, and they would participate again.

²⁵ [Drawing the Future](#), Tertiary Education Commission (2019).

“Our students really enjoyed this activity. They learned a lot.”

“It was our first time and our students were really excited. They were bouncing at the end and really positive about the experience.”

Teachers from participating schools

The new online style of the events made it easy for teachers, students and the people who were the role models to participate. It also meant that students could hear from people across Aotearoa New Zealand.

“It was amazing. I liked that we learnt about your jobs. I didn’t know that dance was in the organising of the FIFA World Cup. I would love to be a dancer when I am older. I learnt a lot...!”

“What I most liked was the man that books all the hotels and sometimes travels with the teams. I didn’t know that you had to do all this organising for FIFA and all the teams and how much work you guys put into all of this. I learned throughout the whole session.”

Students from participating schools

Next steps and legacy

Inspiring the Future is an ongoing initiative TEC plans to run indefinitely. A positive outcome and legacy from this project was the successful trial of multi-school online events, which will be used regularly in future. These events will help reach future targets for uptake and event numbers, allowing more students, especially in remote areas, to connect with career role models and learn about jobs they don’t see in their everyday lives. Future events can be themed to connect schools with the wider world and what’s going on, for example, other sports events like the 2024 Olympics, or TechWeek, Music Month. Five further schools want to be involved in future.

6.4 Events and Programmes

6.4.1 TAINUI WAKA WĀNANGA AND SHOWCASE PROJECT – WAIKATO TAINUI TOURISM

This project was a **series of 17 workshops and events focused on the tupuna awa (Waikato River)**, leveraging off the strong waka heritage of the region. It included waka workshops and waka ama experiences where people learned about waka, how to paddle, the cultural significance and the history of the Waikato awa (river). The workshops were open to all but had a focus on providing experiences for wāhine (women).

There were also waka hourua workshops, presentations and experiences at Kāwhia Moana (the landing place of the Tainui ancestral voyaging canoe), including the voyaging canoe “Hinemoana”.


The river-based activities were at key sites along the recently completed Te Awa River Trail (from Ngāruawāhia to Lake Karāpiro, with Kirikiriroa/Hamilton as the central hub). In addition to the workshops, participants were able to have a waka experience on the river.

Outcomes

The project offered a **unique experience for more than 275 visitors and locals** and had a strong storytelling component around the history of the region and the awa.

6.4.2 WAIKATO TE AWA MŌTEATEA PROJECTION – WAIKATO TAINUI TOURISM

As part of the Matariki ki Waikato Festival, a cultural series of workshops, live visual art and the projection of the “Waikato Te Awa” mōteatea video featured in Hamilton. The traditional chant “Waikato Te Awa” is an anthem of the Waikato region and describes a journey by waka from Port Waikato to Lake Taupō. This project included additional filming to update the existing video with specific sites of cultural significance.



The curation and screening of 10 videos showcased the cultural heritage of the region, sites of significance and cultural tourism experiences, including a showcase of the Waikato River and the broader region that the Waikato River runs through. **More than 3,500 people viewed the videos** that played **over five days and nights in the centre of Hamilton and over four days and nights at the FIFA Fan Festival** in Hamilton.

6.4.3 UMU KOHUKOHU WHETŪ AND MANU AUTE KITE DAY – NGĀTI WHĀTUA ŌRĀKEI

6.4.3.1 Umu Kohukohu Whetū

To celebrate the opening of the Matariki Festival, Ngāti Whātua Ōrākei hosted a dawn event at Takaparawhau (Bastion Point) on 15 July 2023 and invited FIFA VIPs, management, media and dignitaries to join this unique cultural experience. The Umu Kohukohu Whetū involves lighting a hāngī / umu (earth oven) before sunrise on the first day of Matariki, welcoming the Māori new year with food offerings to the Matariki star cluster.

It aimed to showcase manaakitanga to international and local guests by making the event accessible to all, through sharing food, culture, waiata and reo and by extending a particular welcome for FIFA guests.

More than **2,000 people attended the event**, which was a significant increase from the previous year. Dignitaries included then Deputy Prime Minister Carmel Sepuloni, Leader of the Opposition Christopher Luxon, Green Party Co-Leader Marama Davidson, and Auckland Mayor Wayne Brown, along with FIFA attendees. **There was strong coverage in the media**, with articles in [The Herald](#), on [Stuff](#), [TV1 News](#) and [TV3 News](#).

6.4.3.2 Te Rā Manu Aute Ōrākei Kite Day

Te Rā Manu Aute Ōrākei Kite Day is an annual event on Takaparawhau that celebrates the universal tradition of kite flying. Locals and visitors alike were invited to watch kites of all shapes and sizes flying, symbolically connecting heaven and earth. This event aimed to build on the success of the previous year's event by integrating and celebrating the FIFA Women's World Cup into this key part of the Matariki Festival. It also aimed to demonstrate Ngāti Whātua Ōrākei's manaakitanga through making the event accessible to all visitors to the whenua and to share Māori culture, stories, and te reo with visitors through a range of activities such as traditional Māori games, musical performances, weaving, and poi and kite-making.

More than 4,000 people attended, a significant increase from the year before. Visitors were welcomed with the flags of participating FIFA nations, FIFA themes were incorporated throughout and FIFA and Host City content was shown on large screens. As well as FIFA guests and VIPs, Tazuni, the FIFA Mascot attended, and some of Football Ferns were also in attendance.

7 Te Ao / Together with the World

The programme objective for Pou Three of the Puawānanga Outcomes Framework: **Te Ao / Together with the World** was to **tell the Aotearoa New Zealand story to enhance our international reputation, profile and connections** and this section details the governments' projects and programmes that primarily delivered outcomes in this area.

Under the Pou Three: **Te Ao** pillar, the key outcomes are:

- improved national and international connections and relationships
- improved international awareness of the New Zealand story
- increased awareness and interest of Aotearoa New Zealand as a tourism destination
- increased profile of Māori and Māori culture on the world stage.

The key objectives or aspirations for **Pou Three: Te Ao / Together with the World** were to:

- tell the New Zealand story, using the tournament to deliver powerful and authentic stories about our people, our place
- activate local, offshore engagement opportunities through posts and events within participating nations and key markets
- showcase Aotearoa New Zealand's role as a leader and champion in gender equity
- enable the authentic integration of Aotearoa New Zealand's culture into the tournament

showcase the uniqueness of Aotearoa New Zealand's indigenous people and culture on the world stage.



FIFA Women's World Cup 2023 Trophy against the backdrop of Milford Sound. Credit: Tourism New Zealand/The Beards.

7.1 International Campaigns, Activations and Events

7.1.1 OVERSEAS DIPLOMATIC ENGAGEMENT AND EVENTS – MINISTRY OF FOREIGN AFFAIRS AND TRADE

The overseas diplomatic engagement and events project utilised sport diplomacy to promote Aotearoa New Zealand's values; to raise awareness of our role as a leader in gender equity; to highlight our commitment to te ao Māori and culture on the world stage; to support business, tourism and trade initiatives; and to enhance

women and girls' participation in sport, business and the community. Opportunities were identified by the Ministry of Foreign Affairs and Trade's (MFAT's) international post network in close collaboration with relevant sporting bodies, local communities, government agencies, businesses and fellow embassy partners offshore.

Outcomes

Leverage and legacy events ranged from promoting Aotearoa New Zealand's gender and equity values in Ethiopia to advancing business interests in Washington. In Madrid, Spain, educational workshops taught school-aged children the importance of equality and encouraged young girls to participate in sports. In Ha Noi a speaker event focused on fostering New Zealand-Viet Nam business connections and empowering female leaders. The High Commission in Pretoria, South Africa, worked with Australia and a local NGO 'Football Without Borders' to host a youth football tournament to provide opportunities to youth from disadvantaged communities from Johannesburg, attracting 160 youth, with eight teams competing at the event.

By working in close collaboration with key stakeholders, MFAT supported the delivery of **49 offshore leverage and legacy events in 26 countries** across a diverse group of audiences, **attracting more than 9,000 attendees** including community, diplomats, government officials, businesses, journalists, academics and politicians, as well as the public. The events were also promoted in media outlets and across MFAT's 170+ social media channels, further raising Aotearoa New Zealand's profile, culture and values on the world stage.

MFAT worked collaboratively with co-hosts Australia, football associations and other New Zealand agencies to achieve these outcomes, strengthening Aotearoa New Zealand's diplomatic, businesses and sporting relationships across the globe. Building these connections will support MFAT to build a safer, more prosperous and sustainable future for New Zealanders. Key connections and attendees at these events included Ngozi Okonjo-Iwealax, Director-General of the World Trade Organisation, and US Trade Representative Katherine Tai.



Rt Hon Jacinda Ardern and current and ex-Football Ferns at New Zealand House in London. Credit: Jonathan Alver.



Ngāti Rānana taking part in the Poi Challenge in London. Credit: Ngāti Rānana.

Authentic integration of Aotearoa New Zealand’s culture into projects increased the profile of Māori and Māori culture on the world stage. This included the support of Ngāti Rānana and the national Poi project in Berlin, London and Madrid, which displayed the uniqueness of Aotearoa New Zealand’s indigenous people and culture on the world stage.

7.1.2 INTERNATIONAL TROPHY TOUR – MINISTRY OF FOREIGN AFFAIRS AND TRADE

As part of the overseas diplomatic engagements, a series of offshore activities around the FIFA WWC Trophy Tour were led by New Zealand Embassies and other NZ Inc. international partners. The events highlighted Aotearoa New Zealand’s role as co-hosts of the tournament and raised awareness of our country offshore.

This included a panel discussion in Norway promoting women and girls’ participation and leadership in sport. In Japan, a diplomatic reception reinforced Aotearoa New Zealand’s strong reputation on gender, diversity and inclusion. The Trophy Tour stop in Geneva was jointly organised by the World Trade Organization and FIFA with support from the Permanent Missions of Australia and Aotearoa New Zealand. This event highlighted women’s economic empowerment and helped strengthen Aotearoa New Zealand engagement with high level dignitaries.

After visiting the other 30 participating nations in the official international tour that began in February, the Trophy made its way to Aotearoa New Zealand and Australia, sparking excitement among football fans nationwide.

7.1.3 WĀHINE TRADE MISSION – NEW ZEALAND TRADE AND ENTERPRISE



Group shot of attendees that took part in the first-ever all-Wāhine Trade Mission (to Australia). Credit: NZTE



Aotearoa New Zealand's first ever all-wāhine Trade Mission to co-hosts Australia leveraged a pinnacle moment in women's sport to provide a unique opportunity for female business leaders to accelerate international growth. Drawing parallels between high-performing women on and off the pitch, it aimed to inspire others to follow their pathways. Representing a variety of sectors and industries, from early stage to high growth, 26 female delegates took part in the Wāhine Trade Mission in Melbourne from 13 to 16 August. The Mission was led by Minister Edmonds, with [Rachel Taulelele](#) (Co-founder of Oho) as Lead Delegate and [Raelene Castle ONZM](#) (Chief Executive at Sport New Zealand and High-Performance Sport New Zealand) as a Delegate.

Outcomes and legacy

To date, feedback from participants has been overwhelmingly positive and learnings will inform decisions on any future trade missions. The mission laid a robust foundation for the ongoing growth of the participating companies. The events held during the mission proved relevant to all, enhancing their understanding of the Australian market significantly. The collective strength and impact of the mission fostered growth, knowledge and collaboration among these leaders. Successes included collaborative problem-solving through WhatsApp, addressing challenges related to third-party logistics, brand enhancements, storytelling, trade-show presence and the development of sustainability templates for certification. The Mission raised the profile of Aotearoa New Zealand's overall export offering, added commercial value to NZTE's customers, and contributed positively to the nation's brand in the Australian market.

Based on feedback that wāhine can be underprepared and not as confident when showing up in market to win business or secure investment, NZTE created 'Life's a Pitch' – a bespoke online training session to deliver key tools, theory, techniques and tips for delegates when pitching and presenting in market.

All wāhine participants were also offered a Business for Good Scholarship (a New Zealand Sustainable Business Awards 2023 finalist), to take part in NZTE's eight-week programme in 2024 as a legacy of the FIFA WWC.

Consistent feedback from businesswomen mentions not having access to strong female business networks. An excellent legacy from the Mission was the opportunity for the women to build enduring relationships. The WhatsApp group is an ongoing platform to share best practice, ask advice, and recommend providers or suppliers. Participants are organising regular catch-ups and an annual reunion will commence in 2024. Experienced founders are also working with earlier-stage founders to support their growth.

"This mission highlighted understanding of the Australian market and will really help our strategy and marketing so we can continue to grow our market share there. Lots of great new connections to work with, and heaps of inspiration – I am buzzing with ideas and strategies to implement all across the business."

"I loved the trade mission It was incredible, and all the speakers were so inspiring but also very real and relatable which made for a very special and unique time. Thank you so much."

"Thank you. Thank you. Thank you. Please take more women on this journey next year. I think it will pay dividends in the future."

Trade Mission participants

7.2 Onshore Campaigns, Activations and Events

7.2.1 THE PŌWHIRI FOR THE DRAW – NEW ZEALAND STORY



The Pōwhiri for the Draw at Karanga Plaza, Auckland on 21 Oct 2022. Credit: Zahn Trotter – FIFA (2023 FIFA).

The Draw period saw the beginning of the Crown's leverage activities, with a large-scale pōwhiri delivered in Auckland to welcome FIFA to Aotearoa New Zealand and to celebrate and showcase our unique culture to the world while the eyes of the world were on us.

In October 2022, Tāmaki Makaurau/Auckland mana whenua Ngāti Whātua Ōrākei formally welcomed FIFA, the teams, the officials, and the tournament with a pōwhiri held at Karanga Plaza in Wynyard Quarter ahead of the official tournament Draw.

Led by New Zealand Story (NZ Story) the project was a collaboration with Tātaki Auckland Unlimited (TAU) and Ngāti Whātua Ōrākei. Among the 500 guests, representatives from FIFA and the 29 teams were welcomed at Karanga Plaza. Ngāti Whātua Ōrākei led manuhiri through a traditional pōwhiri that lasted over two hours.

A number of rangatira (high-ranking officials) attended, including FIFA President Gianni Infantino, FIFA Secretary-General Fatma Samoura, FIFA Chief Women's Football Officer Sarai Bareman, the New Zealand and Australian Sports Ministers and the Australian High Commissioner to New Zealand.

This pōwhiri set the scene for what our visitors could expect from us as co-hosts, as we put on a showcase of manaakitanga making use of the first opportunity to broadcast our unique Māori culture to the world.

7.2.2 TĀPOI MĀORI CULTURAL TOURISM SYMPOSIUM – WAIKATO TAINUI TOURISM

Tākiri Tū Te Kōrero Ki Te Ao, Sharing Our Stories With The World – was a two-day cultural tourism symposium held at Tūrangawaewae Marae, the largest marae in the world, with a broad goal of establishing and growing mana whenua engagement and participation in the regional tourism sector.



Matutaera Herangi (Director, Te Puna Wai Tours) at Tūrangawaewae for Tāpoi Māori Cultural Tourism Symposium. Credit: Ngahua Ormsby

Outcomes and legacy

Hosted by Tainui Waka Tourism, the symposium took place at Tūrangawaewae on 24 and 25 July, featuring keynote speakers, guest presentations, lightning talks and Tāpoi Māori (Māori tourism) displays, alongside cultural workshops, entertainment and cultural excursions to sites of significance. The primary audience was wāhine Māori and the Māori tourism stakeholder community, but the public and visitors could also attend. It drew support from tourism operators in the region and included field trips to a number of local tourism operators. More than a dozen people spoke at the symposium to share their experience and learnings from COVID-19 and how the pandemic devastated the industry and to help plan the way forward for pakihī Māori (Māori businesses). Keynote speakers included:

- Lee Ann Muntz, Chairperson, Tainui Waka Tourism Incorporated
- Hinerangi Raumati – Tu’ua, Chair, Tūrangawaewae Marae & Tainui Group Holdings
- Arihia Bennett, Chief Executive Officer, Te Rūnanga o Ngāi Tahu
- Jill Taylor, General Manager, Ngāti Tumutumu Trust
- Brad Totorewa, CEO Rangiriri Paa
- Kiri Atkinson-Crean, Head of Tourism, Tauhara North No. 2 Trust
- Minnie Clarke, Operations Manager, Kapiti Island Nature Tours
- Kylee Daniel, Director of Partnerships, NZ Māori Tourism
- Tiaana Anaru, Tourism NZ, Kaiwhakarite, Māori Engagement Specialist
- Craig Muntz, Waikato River Festival Director.

The cultural tourism focus of the project provided a much needed and timely morale boost for the regional Tāpoi Māori community given the devastating impact that the recent COVID-19 pandemic had on this sector.

Apart from the renewed relationships generated by the symposium, all the speakers and keynote presentations were filmed for use as a future educational and promotional resource, leaving a legacy from the project.

7.2.3 DIPLOMATIC ONSHORE EVENT – MINISTRY OF FOREIGN AFFAIRS AND TRADE

A welcome event was hosted on 13 June by the Minister for Sport and Recreation, Hon Grant Robertson, for Ambassadors of teams participating in the FIFA WWC. The event was an opportunity to celebrate and tell Aotearoa New Zealand's story of empowering women and girls in sport through co-hosting of the Cup.

7.2.4 THE BEAUTIFUL GAME – TOURISM NEW ZEALAND

The FIFA WWC provided an incredible opportunity to grow brand desire for Aotearoa New Zealand, showcasing our natural landscapes and celebrating our people, while benefiting local communities for years to come, leaving a lasting legacy for football and women's sport in this country. To mark one-month to the FIFA WWC kick-off, TNZ launched the most beautiful game of football the world had ever seen.

Two teams of local schoolgirls played "The Beautiful Game" – a once-in-a-lifetime friendly match on a sustainably created full-sized football pitch – set amongst the awe-inspiring backdrop of Aoraki Mount Cook National Park. The 105-metre-long by 68-metre-wide pitch took more than six weeks to create. Football Ferns Katie Bowen and Emma Rolston were onsite to take some of the girls through drills and teach valuable skills, with current referee and New Zealand Football National Referee Development Manager Lindsey Robinson officiating the match.

TNZ worked with stakeholders like DOC, Regional Tourism Organisations, Ngāi Tahu and Arowhenua to find the perfect place to create the pitch, adhering to strict environmental and sustainability principles, taking a 'tread lightly' approach to ensure the land could be returned to its natural state with no lasting impact.

The campaign's activity was further amplified through a partnership with Beautiful Destinations; a multi-award winning creative and content studio with one of the world's largest and most influential online travel communities, more than 40+ million followers and a billion content views worldwide.

Outcomes

The Beautiful Game served as a breathtaking curtain opener campaign for the tournament showcasing our natural landscapes while growing Aotearoa New Zealand's brand desire on the world stage. It was a moment of global welcome that spoke to both people and place, providing a powerful display of unity and welcome which was distributed for earned media attention internationally.



Credit: Tourism New Zealand/Brett Phibbs

All earned metrics significantly surpassed their key performance indicators. **Return on investment (ROI) was an impressive 35:1**, exceeding the 20:1 target. The **Earned Advertising Value (EAV) reached \$20.5 million**, doubling

the \$10 million goal. Sentiment analysis for earned activity yielded a positive response of 100%, surpassing the 90% target. In terms of reach, **the content achieved 2.5 billion impressions**, well beyond the 200 million+ target.

The media **coverage extended to more than 700 articles** and items, significantly exceeding the minimum goal of more than 100. **Sentiment analysis on social media achieved a positive sentiment rate of 94%**, exceeding the targeted 90% positive threshold. For trade-related content, **the engagement rate soared to 6.6%** (of a 5.4% target). Air NZ showed the content on In-Flight Entertainment on August international flights, **generating 29 hours of play and 1,933 unique hits**.

7.2.5 ICONIC LOCATIONS – TOURISM NEW ZEALAND (TNZ)

For the first time, the FIFA WWC Trophy was offered as a tool for host country marketing efforts. TNZ leveraged this by creating content featuring the Trophy in some of Aotearoa New Zealand’s most iconic locations. The ‘Iconic Locations’ phase of the Trophy Tour presented an opportunity to make the most of the Trophy, and the reach of FIFA and partner distribution channels to share the unique beauty of, and drive awareness in, Aotearoa New Zealand as a tourism destination. The final locations selected were Milford Sound; Te Anau lake/wharf; Deer Park Heights, Queenstown; Mount Hikurangi and Te Puia, Rotorua.

Outcomes

FIFA distributed content via FIFA+ and media and partner distribution channels to promote destination Aotearoa New Zealand in the lead up to and during the FIFA WWC.



Credit: Tourism New Zealand/The Beards

7.2.6 MEDIA WELCOME EVENT – TOURISM NEW ZEALAND

Tourism New Zealand’s media welcome event was due to be held at Shed 10, Auckland on Thursday 20 July. The aim was to welcome influential media from around the world, to celebrate the start of the tournament with a unique destination experience event, showcase our country, culture and stories, while stakeholders built relationships with the media. However, due to a serious security incident in central Auckland that day, the event was cancelled. The next day all media (82) were offered the assets developed for the event and a group of tier-one journalists were offered a familiarisation opportunity to further explore Aotearoa New Zealand. The results of following up with media included requests for further information, cultural assets, destination content, experience and nature content and footage on Māori culture from CNN, ABC News, Sky Deutschland, Australian Associated Press and Forbes.

8 Ōhanga / Economic Prosperity

The programme objective for Pou Four of the Puawānanga Outcomes Framework: **Ōhanga / Economic Prosperity** was **to support a successful tournament with enduring benefits** and this section details the governments' projects and programmes that primarily delivered outcomes in this area.

Under the **Pou Four: Ōhanga** pillar, the key outcomes were:

- increased economic benefits from investment, trade and employment
- increased access to quality community sporting facilities
- up to 30,000 international visitors welcomed to Aotearoa New Zealand through the tournament
- enhanced international reputation as a major events host
- more global exposure for Māori businesses.

The key objectives or aspirations for **Pou Four: Ōhanga / Prosperity** were to:


- support business, tourism and trade initiatives to maximise the economic impact of co-hosting
- invest in stadia and community facility upgrades that support legacy outcomes for long-term improvements for football and sport, as well as to secure events over the long-term
- create a seamless, exceptional visitor experience through our spirit of manaakitanga and care
- deliver an operationally excellent and successful tournament that strengthens Aotearoa New Zealand as a world-leading events destination
- create connections and engagement with tangata whenua to deliver economic outcomes for Māori.



Zambia fans show support prior to a match between Zambia and Japan at Waikato Stadium. Credit: Maja Hitij – FIFA 2023.

8.1 Hosting of the Tournament

Governments invest in major events, like FIFA WWC, that generate significant immediate and long-term benefits, both financial and non-financial. Planning and delivering the largest women's sporting event in history required a considerable investment of time and money from a wide range of local and central government agencies. FIFA



received \$9.25 million from the Government to support event delivery. The wider government investment ensured a seamless tournament was delivered and helped to maximise the benefits of co-hosting the event, which was arguably the largest and most complex sports event ever hosted in Aotearoa New Zealand.

In order to understand the economic impacts of the FIFA WWC, the Government commissioned independent research agency Fresh Information Limited to measure and analyse the economic, social, cultural and environmental costs and benefits to Aotearoa New Zealand of co-hosting the tournament. Each Host City also worked with Fresh Info to produce an economic impact evaluation report for each host region.

The *FIFA Women's World Cup 2023 National Economic Impact Evaluation*²⁶ report confirms that the FIFA WWC delivered more than Aotearoa New Zealand hoped for and was hugely successful across all key measures. The report shows a strong overall economic return with a net benefit to Aotearoa New Zealand of \$109.5 million. The **benefit-cost ratio for FIFA WWC was 1.34** – in other words for every \$1 put in, Aotearoa New Zealand saw a return of \$1.34.

The event attracted almost 27,000 people to Aotearoa New Zealand, generating more than 312,000 international visitor nights across the country, with an average stay of 11.6 nights. The report shows **visitors who came to Aotearoa New Zealand specifically for the event spent \$80.4 million on accommodation, meals, transport and shopping** across the country.

These economic results build on Aotearoa New Zealand's successful track record of hosting large-scale events and continue to show the benefits both on and off the field of hosting women's sport events.

8.2 Stadia and Facilities Upgrades

8.2.1 FACILITIES UPGRADES – MINISTRY OF BUSINESS, INNOVATION AND EMPLOYMENT

The Government invested approximately \$24 million to support upgrades at 30 of the 32 potential sporting facilities that were earmarked for the tournament, including pitch, lighting and facility enhancements, and gender-neutral changing spaces. Venues and local councils also contributed to the costs of these upgrades.

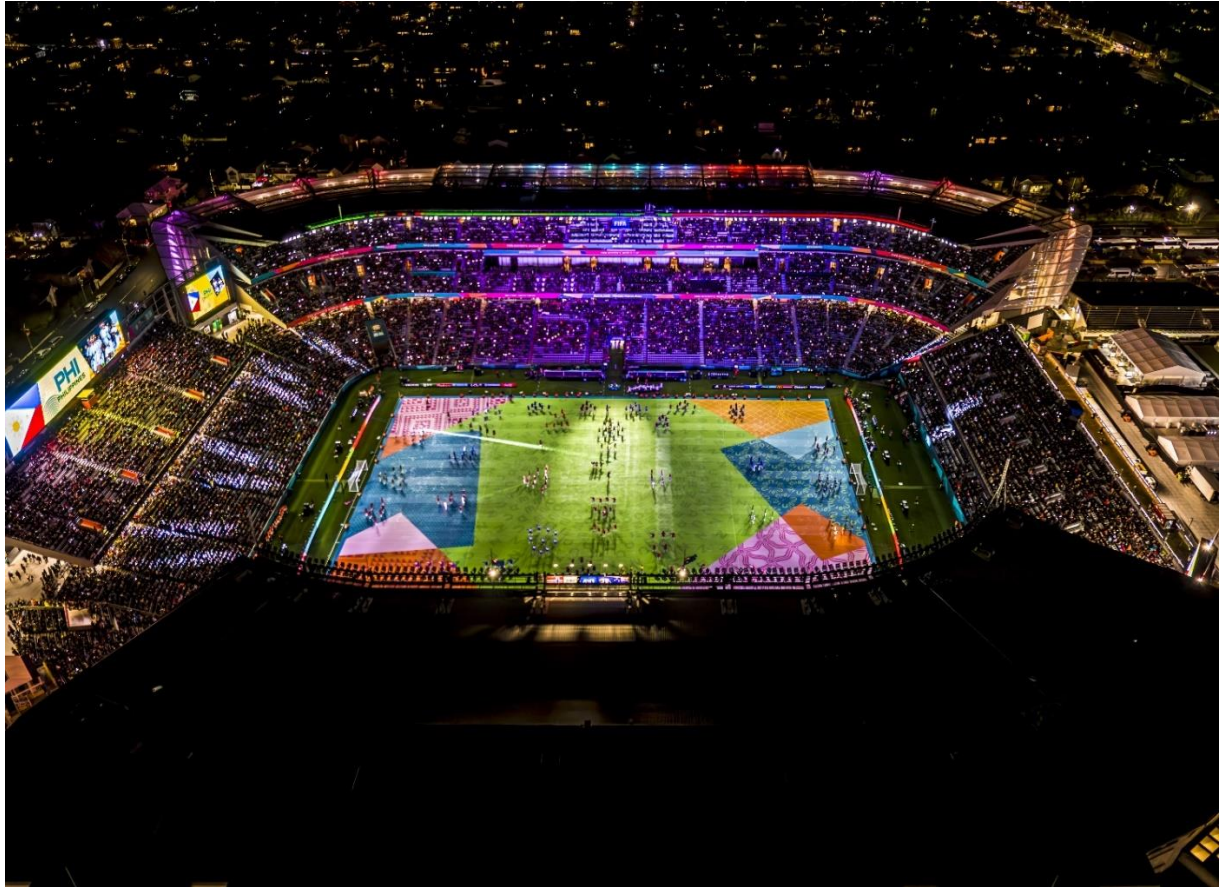
The four stadia used for the tournament undertook significant upgrades to prepare for hosting. Through a mix of venue budgets, local and regional investment and central government investment, upgrades ensured stadia were compliant to FIFA requirements, met the needs of female athletes and were better prepared for future events.

One significant area of investment and redevelopment was the installation of new LED lighting at Eden Park in Auckland, Waikato Stadium in Hamilton and Sky Stadium in Wellington. The modern, high-specification LED systems will provide better illumination and uniformity, improve floodlighting efficiency and deliver energy savings for stadia. They will also improve the experience of players, spectators and broadcast audiences, while allowing for new and innovative sport, music and entertainment presentations to fans.

In addition to the lighting upgrades and gender-neutral facilities development, each stadia had a programme of works that made necessary upgrades to areas such as turf replacement, energy efficiency measures, access control and stadium management systems, IT systems, turnstiles and other infrastructure on a stadia by stadia needs basis.

These upgrades support the continued evolution of venues, the service levels they are able to provide guests, and ensure the needs of future events and broadcast for years into the future, helping continue to ensure Aotearoa New Zealand is a viable major events host.

²⁶ [FIFA Women's World Cup 2023 National Economic Impact Evaluation](#).



A full and vibrant Eden Park Stadium during the opening match between New Zealand and Norway. Credit: Eden Park Trust.

All four New Zealand venues also achieved green building certification as part of tournament readiness. Two venues achieved 2-Green Star, and two achieved 3-Green Star standard. In practical terms, certification will help ensure operational sustainability, reducing the venues' energy and water use, as well as efficiencies in other areas including recycling.

The upgrades were critical to ensure the success of the tournament but also left a lasting legacy that benefits local communities, football clubs and different sporting codes that will use these facilities for a long time to come. They also put New Zealand in a stronger position for hosting major events in the future.

8.2.2 GENDER-NEUTRAL FACILITIES – SPORT NEW ZEALAND

Seventeen community football clubs, training sites and stadia across Auckland, Hamilton, Napier, Palmerston North, Wellington, Christchurch and Dunedin have been renovated through a \$5 million investment from Sport NZ to provide safe, fit-for-purpose and enduring changing spaces for all genders.

The renovations saw gender-neutral changing rooms – including private showers and individual toilets – installed at venues, and urinals and communal showers were removed. Other facilities added included accessible toilets, privacy screens, changing areas for officials, baby change tables, breastfeeding areas and lighting fixtures.

The upgrades aligned to Sport NZ's strategic commitments to inclusivity and removing barriers to participation to ensure no one misses out on the benefits of physical activity. The FIFA venue improvements were part of a wider \$15.64 million investment made by Sport NZ in upgrading facilities for the three Women's World Cups (Cricket, Rugby, Football) that took place between 2022 and 2023.

Outcomes and legacy

One of the significant legacies from Aotearoa New Zealand hosting the FIFA WWC is safer, more inclusive spaces for people to be active. Many tournament venues across the country received upgrades to provide accessible and functional gender-neutral changing room facilities.

These renovations helped to create more welcoming sporting environments for everyone and will benefit communities and different sporting codes into the future.

As a result of the upgrades for all three tournaments, **changing rooms at 10 stadia and 23 club and training venues have been upgraded** to gender-neutral facilities. **The number of private toilets for players increased from 79 to 231, and private players shower cubicles increased from 15 to 340.**



Players and match officials line up prior to the FIFA Women's World Cup Australia & New Zealand 2023 Group G match between Argentina and Sweden at Waikato Stadium. Credit: Fiona Goodall – FIFA (2023 FIFA).

9 Appendix One: Glossary

Term	Definition
Ākonga	Students
AFC	Asian Football Confederation
AOG	All-of-Government
Aotearoa	New Zealand
Awa	River, stream, creek, canal, gully, gorge.
Boorloo	Perth (Host City)
Brisbane Stadium	A stadium in Brisbane / Meaanjin (also known as Suncorp Stadium).
Capex	Capital expenditure
COVID-19	A highly contagious disease that sparked an international pandemic in 2020
CEs' Group	Crown Chief Executives' Group
Crown	The Government of New Zealand
Crown Champion	MBIE's lead Senior Official supporting the FIFA WWC
CNZ	Creative New Zealand
Cyclone Gabrielle	Tropical Cyclone Gabrielle was a powerful cyclone (Category 3), causing widespread damage and severe weather conditions in the North Island of New Zealand from 11 to 17 February 2023.
DIA	Department of Internal Affairs
DOC	Department of Conservation
DCC	Dunedin City Council
Dunedin Stadium	A stadium in Dunedin / Ōtepoti (also known as Forsyth Barr Stadium)
EAV	Equivalent advertising value
Eden Park	A stadium in Auckland / Tāmaki Makaurau
EOI	Expression of Interest
FA	Football Australia
FIFA	Fédération Internationale de Football Association
FIFA Fan Festival (FFF)	Official fan zones providing entertainment and activities in Auckland, Hamilton, Wellington, and Dunedin
FIFA Special Projects Team	Part of the New Zealand Major Events team at MBIE leading on FIFA WWC 2023
FIFA Zurich	FIFA Head Office in Switzerland
FIFA WWC 2023	FIFA Women's World Cup Australia and New Zealand 2023™
First Sisters of Country (FSOC)	<i>First Sisters of Country, whānau by sea and sky</i> was a panel of three Māori and three Australian First Nations wāhine tasked with ensuring the tikanga and values of both countries were upheld
Football Ferns	Aotearoa New Zealand's women's national football team
Gadigal	Sydney (Host City)
H3	A business unit at Hamilton City Council that delivers events and owns and manages FMG Stadium Waikato, Seddon Park and Claudelands

Hindmarsh Stadium		A stadium in Adelaide / Tarntanya (also known as Coopers Stadium)
Host(s)		Australia and New Zealand
Host Cities in Aotearoa		Tāmaki Makaurau (Auckland), Kirikiriroa (Hamilton), Te Whanganui-a-Tara (Wellington) and Ōtepoti (Dunedin)
Host Cities in Australia		Tarntanya (Adelaide), Meaanjin (Brisbane), Naarm (Melbourne), Boorloo (Perth), Gadigal (Sydney)
ICC		International Cricket Council
IWG		The International Working Group on Women and Girls in Sport
Karanga		A ceremonial call of welcome to visitors, typically onto a marae, or meeting house
Karawhiua		Give it everything; go for it!
Kaupapa		Topic or principle
Kirikiriroa		Hamilton (Host City)
Kiwi		New Zealander
Kōtuitui schools' programme		Kōtuitui, run by New Zealand Football and Sport New Zealand, helped students learn about different cultures via the global lens of football
Lalaga Fou		The Ministry for Pacific People's vision for Pacific communities
Legacy		The long-term benefits and positive impacts from hosting an event
Leverage		Activities outside the normal running of an event resulting in benefits to either enhance or add to the impacts already created by the event
LFS		Local FIFA Subsidiary – the FIFA Office in New Zealand (Auckland)
Mahi		Work
Manaakitanga		Hospitality, kindness, generosity, support – the process of showing respect, generosity and care for others
Mana Wāhine		Pou 1 of the Puawānanga Outcomes Framework: Women and Girls
Mana whenua		Iwi and hapū who have historic and territorial rights over an area
Matildas		Australia's women's national football team
MBIE		Ministry of Business, Innovation and Employment
MBIE Major Events		MBIE's New Zealand Major Events Team – Lead Crown Agency for FIFA WWC
MCH		Manatū Taonga, Ministry for Culture and Heritage
Meaanjin		Brisbane (Host City)
Melbourne Stadium	Rectangular	A stadium in Melbourne / Naarm (also known as AAMI Park).
MFA		Māori Football Aotearoa
MFAT		Ministry of Foreign Affairs and Trade
MfE		Ministry for the Environment
MfEC		Ministry for Ethnic Communities
MfW		Manatū Wāhine, Ministry for Women
MOE		Ministry of Education
MOH		Ministry of Health
MOT		Ministry of Transport
MPI		Ministry for Primary Industries

MPP	Ministry for Pacific Peoples
MYD	Ministry of Youth Development
Naarm	Melbourne (Host City)
NGO	A non-governmental organisation
NZF	New Zealand Football
NZStory	New Zealand Story
New Zealand Story values	Manaaki (warmly welcoming others and building relationships based on respect, care and reciprocity), Pono (acting with integrity, honesty and transparency), Tiaki (caring for people, place and planet) and Pōtikitanga (curious, ingenious and adventurous spirit)
NZTE	New Zealand Trade and Enterprise
Ngāti Tamaterā	One of the iwi of Tāmaki Makaurau / Auckland. The area of interest of Ngāti Tamaterā extends from Mahurangi in the north to Ngā Kuri a Whareī in the south encompassing the islands and shores of Tikapa Moana/Hauraki Gulf
Ngāti Toa	A Māori iwi (tribe) based in the southern North Island and in the northern South Island. Its area extends from Whanganui in the north, Palmerston North in the east, and Kaikōura and Hokitika in the south
Ngāti Whātua Ōrākei	The tangata whenua (indigenous people of the land) of central Tāmaki Makaurau / Auckland. Ngāti Whātua Ōrākei is one of 19 mana whenua groups in the wider Tāmaki Makaurau / Auckland region
OFC	Oceania Football Confederation
Ōhanga	Pou 4 of the Puawānanga Outcomes Framework: Economic Prosperity
Opex	Operating expenditure
Ōtautahi	Christchurch (Team-Base City)
Ōtepoti	Dunedin (Host City)
Perth Rectangular Stadium	A stadium in Perth / Boorloo (also known as HBF Park)
PHEIC	Public Health Emergency of International Concern
Poi	Poi are a precious Māori taonga (treasure), the Māori word for "ball" on a cord
Pou	Pillars or workstreams of the Puawānanga Outcomes Framework
Pōwhiri	A traditional Māori ceremony where hosts welcome visitors, involving whaikōrero (formal speech), waiata (singing) and kai (food)
Puawānanga	A native clematis and name of the Crown FIFA WWC Outcomes Framework
SNZ	Sport New Zealand (Sport NZ)
SOG	The Government's Senior Officials' Group for FIFA WWC 2023
Stadium Australia	A stadium in Sydney / Gadigal (also known as Accor Stadium)
Sydney Football Stadium	A stadium in Sydney / Gadigal (also known as Allianz Stadium)
Tāmaki Makaurau	Auckland (Host City)
Tamariki	Children
Tangata whenua	Local people, indigenous people – people of the land
Taonga	Treasure
Taranaki Whānui	The tangata whenua (indigenous people of the land) of the Port Nicholson area in Te Whanganui-a-Tara / Wellington since the early 1820's
Tarntanya	Adelaide (Host City)

TAU	Tātaki Auckland Unlimited Ltd (TAU), an Auckland Council council-controlled organisation
Tauranga	Team-Base City
Team-Base Cities (Aotearoa)	Christchurch (Ōtautahi), Palmerston North (Te Papaioea), Tauranga
Te Ao	Pou 3 of the Puawānanga Outcomes Framework: Together with the World
Te Ao Māori	The Māori worldview, including te reo Māori (Māori language), tikanga (protocols and customs), and mātauranga (knowledge), guiding Māori understanding of the world and their role within it
Te Matatini	Te Matatini is a nationwide Māori performing arts festival and competition for kapa haka performers from all of New Zealand
Te Papaioea	Palmerston North (Team-Base City)
Te reo Māori	The Māori language
Te Tangata	Pou 2 of the Puawānanga Outcomes Framework: Thriving Communities
Te Whanganui-a-Tara	Wellington (Host City)
TNZ	Tourism New Zealand
TPK	Te Puni Kōkiri, Ministry of Māori Development
TTW	Te Taura Whiri i te Reo Māori
TUR/Te Uru Rākau	MPI – New Zealand Forest Service
The Flow-On Effect	A Sport NZ project to increase education about female health, physical activity and menstruation, while working to address period poverty
Tūmanako 2.0	A project that created six large-scale murals in Host Cities, by internationally renowned artist Mr G (Graham Hoete), and young female artists, to celebrate Māori and Pasifika Football Ferns and indigenous leaders
Wāhine	Women, females
Wāhine toa	Strong women or brave Māori female warriors
Waiata	A song, to sing
Waikato Stadium	A stadium in Hamilton / Kirikiriroa (also known as FMG Stadium Waikato)
Waikato Tainui	The tangata whenua (indigenous people of the land) of the Waikato district
Wā Poi	A movement introduced at Rugby World Cup 2021 (played in 2022) to unite rugby fans to twirl poi in support of the wāhine toa competing. It aimed to inspire and educate rugby fans globally through poi, a unique taonga with specific significance to Aotearoa New Zealand
Wellington NZ	Wellington Region’s Economic Development Agency tasked with enhancing prosperity, vibrancy, and liveability across the region and the lead agency for Wellington as a Host City for FIFA WWC
Wellington Stadium	A stadium in Wellington / Te Whanganui-a-Tara (also known as Sky Stadium)
Whakawhanaungatanga	Connections; the process of establishing relationships and relating well to others
Women and Girls Strategy	The Government’s <i>Strategy for Women and Girls in Sport and Active Recreation</i> , which strives to achieve equity for all women and girls



10 Appendix Two: Puawānanga Leverage and Legacy Outcomes Framework

PUAWĀNANGA

Maximising the impacts and benefits of FIFA Women's World Cup 2023 for Aotearoa New Zealand



FIFA Tournament Vision

Uniting the world through a unique experience that will inspire people and transform lives.

FIFA Tournament Mission

Showcase the world's best female players, engage audiences with a world class event, exceptional storytelling and blaze a trail for women's empowerment.

Crown's Hosting Mission

Through the world's largest women's sporting event – celebrate and empower women and girls in Aotearoa New Zealand, embraces our visitors and tell our story to the world.

NEW ZEALAND STORY VALUES	Pōtikitanga Our curious, ingenious, and adventurous spirit.	Tiaki Our drive to care for people, place and planet for our future.	Manaaki We warmly welcome others and build relationships based on respect, care and reciprocity.	Pono Acting with integrity, honesty, and transparency.
OUR KAUPAPA – CROWN WAYS OF WORKING	Mahi tahi We work in unity. Whakapuāwai We nurture success.	Kotahitanga We value partnerships to achieve the best outcomes. Kaitiakitanga We actively care for our place, our environment, and our people.		
OUR POU	Mana wāhine Women and Girls	Te Tangata Thriving Communities	Te Ao Together with the World	Ōhanga Prosperity
TE AO MĀORI OBJECTIVE	The strength of wāhine Māori is recognised and upheld.	Collective strength benefits everyone.	Sharing culture and building connections.	Stimulating enterprise contributes to prosperity.
CONNECTION TO STORYTELLING	A celebration of women and girls in sport and wider society.	A celebration of the people and places that make Aotearoa New Zealand unique.	Enhancing international relationships and partnerships that have ongoing benefits for Aotearoa New Zealand and our people.	Delivering benefits for Aotearoa New Zealand and New Zealanders from the Government's investment in the event.



OUR POU

Mana wāhine
Women and Girls

Te Tangata
Thriving Communities

Te Ao
Together with the World

Ōhanga
Prosperity

OUTCOMES

- › Increased women and girls' participation and engagement in football, sport and active recreation in Aotearoa New Zealand and the Pacific.
- › Increased visibility of, and value placed on, women in sport and wider society.
- › More women and girls are leading, working, coaching and volunteering in sport and the community.
- › Increased opportunities for wāhine Māori to deliver cultural-based initiatives around the tournament.

- › Tamariki and rangatahi are inspired to enhance their wellbeing and reach their potential through sport
- › Ensure all New Zealanders can be part of or feel a connection to the event.
- › People feel a greater sense of belonging and connectedness through the tournament.
- › Teams and their communities feel welcomed, celebrated and part of Aotearoa New Zealand.

- › Improved national and international connections and relationships.
- › Improved international awareness of The New Zealand story.
- › Increased awareness and interest of Aotearoa New Zealand as a tourism destination.
- › Increased profile of Māori and Māori culture on the world stage.

- › Increased economic benefit from investment, trade and employment.
 - › Increased access to quality community sporting facilities.
 - › ~30,000 international visitors are welcomed to Aotearoa New Zealand through the tournament.*
 - › Enhanced international reputation as a major events host.
 - › Increased global exposure for Māori businesses.
- *subject to Draw



OUR POU	Mana wāhine Women and Girls	Te Tangata Thriving Communities	Te Ao Together with the World	Ōhanga Prosperity
<p>SHORT-TERM ASPIRATIONS</p>	<ul style="list-style-type: none"> › Tell the story of wāhine and wāhine Māori in Aotearoa, showcasing notable New Zealand firsts. › Leverage ambassadors, sporting heroes and role models to inspire the next generation. › Celebrate and grow the legacy of wāhine and leadership, through sport, business and the community. › Increase access to quality sports facilities that meet the needs of women and girls. › Celebrate and enhance the role of wāhine Māori in helping shape a new future. › Encourage Māori events, to ensure cultural experiences are available to manuhiri (visitors) and encourage generational participation. › Increase opportunities for wāhine Māori to deliver cultural-based initiatives around the tournament. 	<ul style="list-style-type: none"> › Celebrate and showcase Aotearoa New Zealand's unique identity. › Act as responsible guardians of our land, environment and people through sustainable partnerships and practices. › Raise the profile of the Tiaki Promise. › Enable the diverse communities of Aotearoa New Zealand to engage with the tournament. › Partner with Football to maximise participation and engagement outcomes. › Create connections and engagement with tangata whenua to enrich outcomes for Māori. › Support and enhance tournament sustainability initiatives. 	<ul style="list-style-type: none"> › Tell The New Zealand story, using the tournament to deliver powerful and authentic stories about our people, our place. › Activate local, offshore engagement opportunities through posts and events within participating nations and key markets. › Showcase Aotearoa New Zealand's role as a leader and champion in gender equity. › Enable the authentic integration of Aotearoa New Zealand's culture into the tournament. › Showcase the uniqueness of Aotearoa New Zealand's indigenous people and culture on the world stage. 	<ul style="list-style-type: none"> › Support business, tourism and trade initiatives to maximise the economic impact of co-hosting. › Invest in stadia and community facility upgrades that support legacy outcomes for long-term improvements for football and sport, as well as to secure events over the long-term. › Create a seamless, exceptional visitor experience through our spirit of manaakitanga and care. › Deliver an operationally excellent and successful tournament that strengthens Aotearoa New Zealand as a world-leading events destination. › Create connections and engagement with tangata whenua to deliver economic outcomes for Māori.

11 Appendix Three: Infrastructure Upgrades

City	Facility
Auckland	Eden Park North Harbour Stadium The Trusts Arena Shepherds Park Keith Hay Park Bay City Park Fred Taylor Park Michaels Avenue Reserve Seddon Fields Olympic Park Māngere Centre Park McLennan Park
Hamilton	Waikato Stadium (FMG Stadium) Porritt Park Gower Park Korikori Park
Tauranga	Bay Oval
Napier	McClellan Park (gender neutral upgrades only)
Palmerston North	Massey University
Wellington	Wellington Regional Stadium (Sky Stadium) Martin Luckie Park Newtown Park Porirua Park
Christchurch	Orangetheory Stadium Avonhead Park Ngā Puna Wai
Dunedin	Dunedin Stadium (Forsyth Barr Stadium) Caledonian Sportsground Tahuna Park University #6