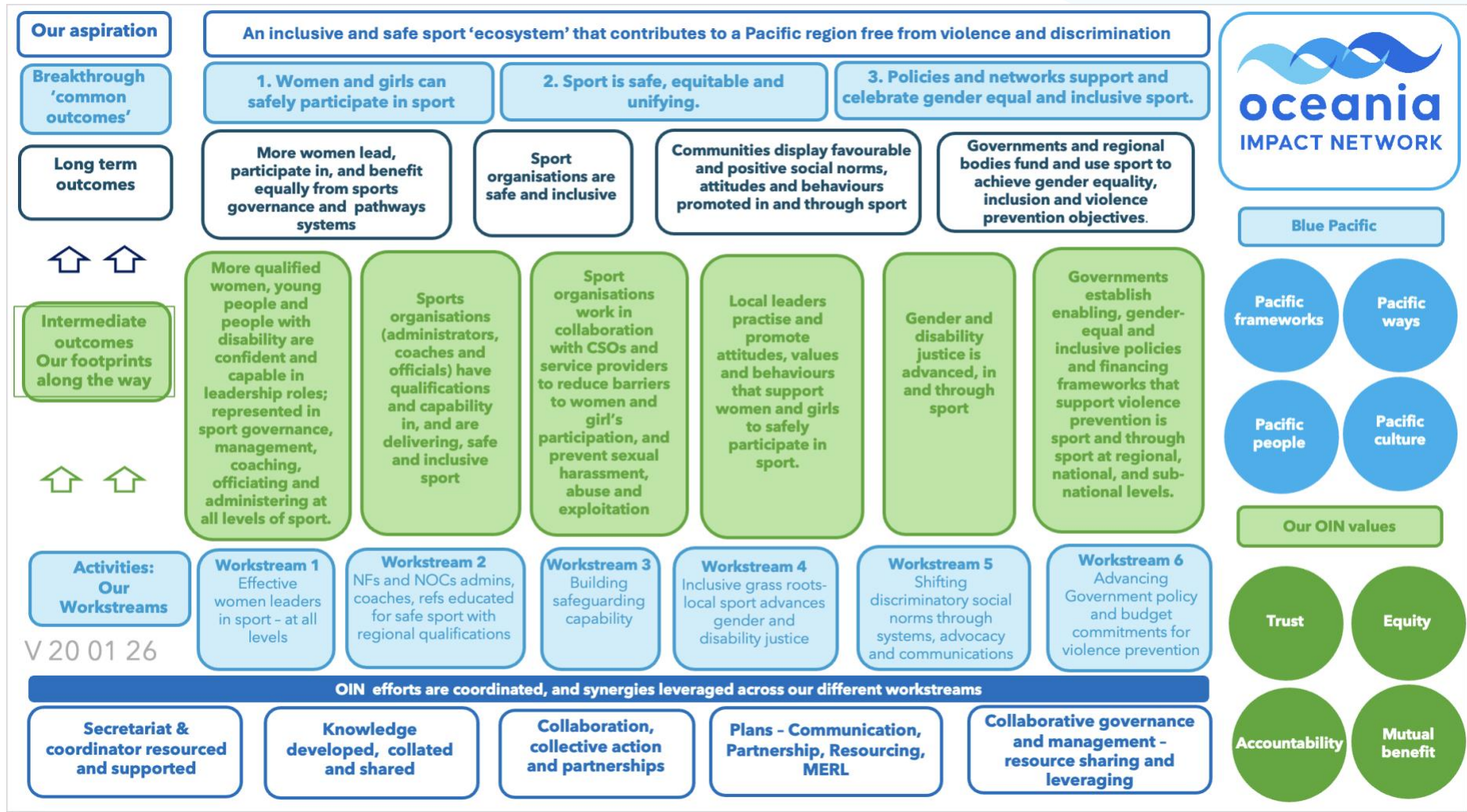


# THEORY OF CHANGE | Explainer



OIN is a values-driven collective transforming sport across the Pacific into a force for inclusion, safety, and unity. Our work is anchored in our regional identity and guided by core principles. Through this collective, we are working towards [an inclusive and safe sport 'ecosystem' that contributes to a Pacific region free from violence and discrimination](#). OIN's Theory of Change assumes progress happens through aligned, reinforcing action across these system levels over time.

- **Our Foundation**-The Blue Pacific - our shared vision for a resilient, peaceful, and prosperous community. Centered around Pacific Frameworks, Pacific ways of Working and Pacific culture with Pacific people at the forefront of change.
- **Our Guiding Values**- Trust, Equity, accountability and Mutual Benefit - the principles that ensure our collaboration is respectful, sustainable, and centered on Pacific voices.

#### **Our Efforts are in Alignment:**

- 2050 Strategy for the Blue Pacific Continent: People Centred Development Thematic area.
- Pacific Leaders Gender Equality Declaration and the Pacific Platform for Action for the Advancement of Women and Gender Equality.
- ONOC Road Map to 2032
- Australian Government Sport Diplomacy Strategy.
- UN Women Sport for Generation Equality and International Working Group for Women in Sport Declarations.
- Olympic Agenda 2020+5

#### **How Change Happens- The OIN Logic**

Our Theory of Change creates a reinforcing cycle where leadership, capacity, safeguarding, community action, advocacy and policy change transform the Pacific sport ecosystem. We will achieve our goals through the workstreams

1. **Effective Women Leaders in Sport [At All Levels]**- Strengthening pathways, confidence and capability for women to lead across community, national and regional sport structures.
2. **Educated NFs and NOCs for Safe Sport (Regional Qualification)**- Ensuring administrators, coaches and referees are trained and regionally qualified to deliver safe, inclusive sport.
3. **Building Safeguarding Capability**- Establishing consistent standards, systems and culture to prevent and respond to harm across all levels of sport.
4. **Inclusive Grassroots Sport Advancing Gender and Disability Justice**- Supporting local sport initiatives that remove barriers and actively promote gender equality and disability inclusion.
5. **Shifting Discriminatory Social Norms**- Using coordinated systems change, advocacy and communications to challenge harmful norms and promote equitable participation.
6. **Advancing Government Policy and Budget Commitments for Violence Prevention**- Embedding sport within national gender equality and violence prevention policies, supported by sustained public investment.

## WORKSTREAM SUMMARY

WORKSTREAMS	1. EFFECTIVE WOMEN LEADERS IN SPORT - AT ALL LEVELS	2. NFS AND NOCS ADMINS, COACHES, REFS EDUCATED FOR SAFE SPORT WITH REGIONAL QUALIFICATION	3. BUILDING SAFEGUARDING CAPABILITY	4. INCLUSIVE GRASS ROOTS-LOCAL SPORT ADVANCES GENDER AND DISABILITY JUSTICE	5. SHIFTING DISCRIMINATORY SOCIAL NORMS THROUGH SYSTEMS, ADVOCACY AND COMMUNICATIONS	6. ADVANCING GOVERNMENT POLICY AND BUDGET COMMITMENTS FOR VIOLENCE PREVENTION
DESCRIPTION	<p>Capacity building for gender champions in the Olympic and sport movement and partner projects, facilitation of a community of practice, and development, implementation and monitoring of action planning on promoting gender equitable leadership 'in' and 'through' sport.</p>	<p>Sport for development (equality and inclusion outcomes), gender equality and safeguarding training are incorporated into Oceania Sport Education Programme courses</p>	<p>Capacity building for safeguarding leads in the Olympic and sport movement and partner projects, facilitation of a community of practice, and development, implementation and monitoring of action planning on safeguarding in and through sport.</p>	<p>Inclusive fundings such as micro grant programme for community-based sport and gender equality projects based on principles of participatory grant-making. Supplemented by larger funding for additional sport for gender equality projects</p>	<p>Evidence based social marketing approach to promote gender equality and preventing gender-based violence 'in' and 'through' sport.</p>	<p>Integrating sport setting into costed and budgeted whole of country, whole of government National Action Plan to End Violence Against Women and Girls. Ensuring country-based activities articulate with regional efforts, including the Pacific Prevention Hub.</p>
PARTNERSHIP	<p><b>Lead:</b> ONOC <b>Engaged:</b> Team Up &amp; UN Women <b>Informed:</b> IOC- (Olympic solidarity and Olympism 365)</p>	<p><b>Lead:</b> ONOC <b>Engaged:</b> Team Up &amp; IOC <b>Informed:</b> UN Women</p>	<p><b>Lead:</b> Team UP <b>Engaged:</b> ONOC, IOC (Olympic solidarity and Olympism 365) and UN Women</p>	<p><b>Lead:</b> Team UP <b>Engaged:</b> IOC -Olympic solidarity and Olympism 365 <b>Informed:</b> ONOC and UN Women</p>	<p><b>Lead:</b> UN Women <b>Engaged:</b> Team Up, ONOC and IOC (Olympic solidarity and Olympism 365)</p>	<p><b>Lead:</b> UN Women <b>Engaged:</b> ONOC and Team UP <b>Informed:</b> IOC (Olympic solidarity and Olympism 365)</p>

<b>ASSUMPTIONS</b>	Targeted leadership investment will address gender imbalances and build diverse leaders. Strengthened inclusive governance will create real opportunities, advancing more women into sport leadership within an inclusive ecosystem.	Capacity-building will drive sustained organisational change, embedding safety and inclusion as core business. This strengthens capable sport organisations and advances safe sport toward a violence-free region.	Sustained collaboration between sport and civil society will strengthen referral pathways, while safeguarding training ensures robust, enforced policies. This reduces barriers, prevents harm, and advances safe sport in a violence-free Pacific.	Grassroots sport can challenge deep-rooted discrimination through visible inclusion, with community leaders modelling change. This advances gender and disability justice and supports positive, discrimination-free community norms.	Community influencers can drive norm change, amplified by media and advocacy that shift public discourse and influence decision-makers. This promotes positive attitudes and advances discrimination-free community norms.	Governments are open to influence and will back policy commitments with sustained investment. Recognising sport as a tool for gender equality and violence prevention enables supportive policies and long-term government funding toward a violence-free region.
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## LINKING OUTCOMES, ACTIVITIES & ASSUMPTIONS

The table below details the core logic of our strategy, directly linking our targeted outcomes with the OIN workstreams designed to achieve them and the critical assumptions we hold.

INTENDED OUTCOMES	ACTIVITIES AND APPROACH	ASSUMPTION
<b>INTERMEDIATE OUTCOMES (OUR FOOTPRINTS IN THE SAND)</b>		
More qualified women, young people and people with disability are confident and capable in leadership roles; represented in sport governance, management, coaching, officiating and administering at all levels of sport.	Developing women leaders in sport (e.g., Wahine Toa Oceania) to strengthen leadership pipelines and normalise equitable access to decision-making and having them qualified through the Olympic movements various pathways	<ul style="list-style-type: none"> <li>• Investing in targeted leadership development will address systemic gender imbalances.</li> <li>• Sport organisations are ready and willing to embrace more inclusive governance structures.</li> <li>• Qualified individuals from priority groups will be given opportunities to apply their skills.</li> </ul>
Sports organisations (administrators, coaches and officials) have qualifications and capability in, and are delivering, safe and inclusive sport	Administrators, coaches, and officials are trained in safeguarding and inclusion, with systems reflecting safe sport principles.	<ul style="list-style-type: none"> <li>• Capacity-building translates into sustained behavioral and organizational change.</li> <li>• Organisations will priorities safety and inclusion as core to their operations, not just an add-on.</li> <li>• Trained individuals will remain in their roles long enough to apply their learning.</li> </ul>
Sport organisations work in collaboration with CSOs and service providers to reduce barriers to women and girl’s participation, and prevent sexual harassment, abuse and exploitation	Building safeguarding capability (e.g. Regional Safeguarding Workshops) and advancing inclusive grassroots sport to foster partnerships and strengthen referral	<ul style="list-style-type: none"> <li>• Cross-sector collaboration is feasible and mutually valued.</li> <li>• CSOs and sport bodies share aligned goals and trust, enabling effective partnerships.</li> <li>• Established referral pathways will be used and maintained over</li> </ul>

	pathways.	time.
<b>Local leaders practise and promote attitudes, values and behaviours that support women and girls to safely participate in sport.</b>	Supporting local leaders to advance safe, inclusive sport and shifting discriminatory norms through initiatives.	<ul style="list-style-type: none"> <li>Community leaders are influential in shaping and shifting social norms.</li> <li>Leaders are willing to model and actively promote inclusive behaviors.</li> <li>Positive behavioral modelling will inspire imitation and acceptance within the community.</li> </ul>
<b>Gender and disability justice is advanced, in and through sport</b>	Advancing gender and disability justice through inclusive sport and promoting equity by shifting norms and modelling positive behaviours	<ul style="list-style-type: none"> <li>Sport is a powerful and legitimate platform for social change in the Pacific.</li> <li>Grassroots initiatives can successfully challenge and change deep-rooted discrimination.</li> <li>Changes on the field translate to changed attitudes off the field.</li> </ul>
<b>Governments establish enabling, gender-equal and inclusive policies and financing frameworks that support violence prevention in sport and through sport at regional, national, and sub-national levels</b>	Advancing government policy and budget commitments for violence prevention	<ul style="list-style-type: none"> <li>Governments are open to influence from civil society and regional networks.</li> <li>Policy change will lead to sustained investment and implementation, not just symbolic commitments.</li> <li>Sport is recognised by governments as a valid mechanism for achieving gender and social policy objectives.</li> </ul>
<b>LONG TERM OUTCOMES</b>		
<b>More women lead, participate in, and benefit equally from sports governance and pathways systems</b>	Cumulative impact of all workstreams.	We assume that systemic changes in leadership, policy, and community norms will collectively result in measurable shifts in women's participation and leadership in sport.
<b>Sport organisations are safe and inclusive</b>		We assume that institutional change is possible and that organisations will maintain commitment over time.
<b>Communities display favourable and positive social norms, attitudes and behaviours promoted in and through sport</b>		We assume that changed behaviours at the individual level will scale to community-wide norms.
<b>Governments and regional bodies fund and use sport to achieve gender equality, inclusion and violence prevention objectives.</b>		We assume that demonstrated success at local levels will influence regional and national policy and funding priorities.
<b>An inclusive and safe sport 'ecosystem' that contributes to a Pacific region free from violence and discrimination</b>	Sustained, collective action across all workstreams, guided by Blue Pacific identity and OIN values.	<b>We assume that long-term, values-driven collaboration across sectors and countries can transform the role of sport in Pacific societies.</b>