



MOVING FOR CHANGE 2026 RFP – FREQUENTLY ASKED QUESTIONS

Last Updated: July 16, 2026

a. Eligibility

1. Can an International Non-Governmental Organization (INGO) headquartered outside the eligible countries apply? What registration and operational presence are required?

Yes. The call is open to eligible International Non-Governmental Organizations (INGOs) regardless of where they are headquartered.

To be eligible, the lead applicant must:

meet the definition of an INGO outlined in the Funding Guidelines;

be legally registered in the country of implementation, either directly or through an affiliated country office;

demonstrate at least three years of its own operational presence in the country of implementation; and

apply jointly with an eligible Sport for Development (S4D) organization based in the country of project implementation.

Operational presence demonstrated solely through implementation with local partner organizations, without a registered presence through the lead applicant or an affiliated country office, does not satisfy these eligibility requirements.

2. Would a national sport federation be eligible as the lead applicant?

Potentially. The lead applicant must meet the definition of an eligible International Non-Governmental Organization (INGO), meaning a formally registered, non-profit organization that operates independently of government control and conducts activities across at least three countries.

A national sport federation may therefore be eligible if it can demonstrate that it meets the INGO definition and all lead applicant eligibility requirements, including, but not limited to, non-profit status, independence from government control, legal registration



(or an affiliated country office) in the country of implementation, and at least three years of operational presence in that country.

3. We are an international sport federation, registered as a non-profit in the USA. We are not legally registered in the eligible countries but do have national members who are. Would us applying as the INGO with our National Federation as the local S4D meet the requirement and interpretation?

Potentially, but only if all eligibility requirements for the lead applicant are fully met.

The lead applicant must qualify as an eligible INGO, meaning it must be a non-profit, operate independently of government control, and conduct activities across at least three countries. In addition, for the country of implementation, the lead applicant must be legally registered (either directly or through an affiliated country office) and demonstrate at least three years of its own operational presence in that country.

Operational presence demonstrated solely through national member federations or partner organizations does not meet this requirement. Applicants are expected to clearly explain their organizational structure, presence, and set-up in their application.

If you can demonstrate legal registration and at least three years of its own operational presence in the country of implementation, then applying as the INGO together with a national federation as the local S4D partner would meet the partnership structure requirements. Otherwise, it would not meet eligibility criteria.

4. Does the local implementing partner need to be a non-profit organization or can it also be a for-profit social enterprise with a demonstrated S4D mission and track record?

The local S4D partner is expected to meet the definition of an eligible organization as outlined in the Funding Guidelines, which includes being a non-profit entity.

While organizations do not need to focus exclusively on sport, they must demonstrate a clear non-profit mandate and substantial experience in Sport for Development.

For-profit entities, including social enterprises, are therefore not eligible to serve as the designated S4D partner.

5. What qualifies as an "affiliated country office" for the purposes of this eligibility requirement? For example, would an MOU-based local partnership, a fiscal sponsorship arrangement, or a registered local entity under a different structure meet this criterion?



An “affiliated country office” refers to a legally recognized presence of the lead applicant in the country of implementation, typically a formally registered entity or official country office directly linked to the organization.

Arrangements such as MOUs, fiscal sponsorships, or partnerships with local organizations do not qualify on their own. The lead applicant must be legally registered in the country (directly or through such an office), and operational presence through partners alone does not meet this requirement.

6. Is continuous operational presence and programming (rather than formal registration) in Tanzania over the past three years sufficient to satisfy this requirement, given that registration is held at headquarters level.

No. While continuous programming and operational engagement are important, they are not sufficient on their own to meet the eligibility criteria.

7. Can local S4D organizations apply more than once with different INGOs? The local S4D organization we're in conversation with is potentially looking to apply twice, if possible.

Yes, a locally based S4D organization may participate in more than one application, including with different lead INGOs. However, applicants should ensure that the S4D organization has the capacity to meaningfully contribute to each proposal without compromising the quality of its engagement.

Each application will be assessed independently, including the strength and feasibility of the proposed partnership.

b. S4D Organization Definition

8. What do we mean by saying sport for development organization? Should it be fully focused on sport or can it be a CSO working on other areas as well not particularly established for sport related development works?

No. An organization does not need to work exclusively on sport to qualify as the strategic Sport for Development (S4D) partner. However, it must be able to independently demonstrate substantial Sport for Development expertise and implementation experience. This includes experience designing and delivering evidence-based S4D activities using proven S4D methodologies, providing technical guidance, and strengthening institutional S4D capacity. Organizations with broader thematic mandates



may therefore be eligible, provided they can clearly demonstrate this required S4D expertise and track record.

9. Does the S4D partner have to be a national organization? Or can an international S4D organization that meets the requirements also participate as an S4D partner?

Yes, the S4D partner must be a national locally based organization in the country of implementation.

c. Partnerships

10. How many partners are allowed and the 20% allocation is it for each we would onboard? Can an application include more than one local S4D partners?

No. Each application must include:

- one eligible INGO acting as the lead applicant and grant recipient; and
- one eligible locally based S4D organization acting as the strategic S4D partner.

The designated S4D partner must receive at least 20% of the total project budget and play a central role in project design and implementation.

11. The RFP requires lead applicants to demonstrate operational presence in eligible countries. Can operational presence be established through a formal partnership and contractual relationship with locally registered organizations in those countries, or does it require a registered entity or country office?

No. The lead applicant must be legally registered in the country of implementation, either directly or through an affiliated country office, and must demonstrate at least three years of its own operational presence in that country. Operational presence demonstrated solely through implementation by local partner organizations does not meet the eligibility requirements.

12. Does the INGO need to be formally registered in each country that it works in, or is it enough the local NGO is registered. I understand that some INGOs operate through local NGOs without their own registration.

For the country in which the proposed project will be implemented, yes. The lead applicant must be legally registered in that country, either directly or through an affiliated country office, and must demonstrate at least three years of operational presence there.



13. What partnership structure is required? Can additional partners be included?

Each application must include:

one eligible International Non-Governmental Organization (INGO) acting as the lead applicant and grant recipient; and

one eligible locally based Sport for Development (S4D) organization acting as the strategic S4D partner.

The S4D partner must play a central role in the project design and implementation and receive at least 20% of the total project budget.

Additional partners—including local organizations, other international organizations, multilateral organizations, academic institutions, or technical partners—may also be included where they strengthen the project. There is no prescribed limit to the number of additional partners.

14. Can UN agencies or other multilateral organizations participate?

Yes, but not as the lead applicant.

The lead applicant role is reserved for eligible International Non-Governmental Organizations (INGOs) as defined in the Funding Guidelines. As intergovernmental organizations established and governed by Member States, UN agencies and other multilateral organizations are not considered INGOs and therefore cannot serve as the lead applicant or primary grant recipient.

They may participate as additional strategic or technical partners where their involvement strengthens the project, provided the required partnership between an eligible INGO and a locally based S4D organization is maintained.

15. Must all required Sport for Development (S4D) expertise be demonstrated by the local S4D partner?

Yes. The designated S4D partner must independently demonstrate the required Sport for Development expertise and implementation experience, including experience in:

designing and delivering evidence-based S4D activities using proven S4D methodologies;

providing technical guidance; and

strengthening institutional S4D capacity.

The lead INGO is expected to demonstrate experience in gender equality programming and a commitment to integrating Sport for Development approaches into its work. The



overall quality and complementarity of the partnership will also be considered during proposal evaluation.

d. Geographic Scope

16. Can an organization apply in more than one country? Are multi-country proposals eligible?

Yes. An organization may submit applications in more than one eligible country, provided that:

only one application is submitted per country of implementation; and

the cumulative funding requested does not exceed the limits outlined in the Funding Guidelines.

Each proposal must focus on one country only. Multi-country proposals are not eligible under this Request for Proposals.

The requirement that an eligible INGO conducts activities across at least three countries relates to the definition of an INGO and does not mean that the proposed project must be implemented in multiple countries.

e. Budget and Funding

17. Does the required co-funding have to be financial, or are in-kind contributions also eligible?

The required 10% co-funding must be provided as a financial contribution.

Applicants may also include relevant in-kind contributions where appropriate. These do not count toward the minimum co-funding requirement but may be reflected in the project budget where they are directly attributable to the project and appropriately documented.

18. Does the requirement that the S4D partner receives at least 20% of the project budget mean the remaining 80% must be allocated to the INGO?

No. The Funding Guidelines require that the designated S4D partner receives a minimum of 20% of the total project budget to enable meaningful participation as the strategic Sport for Development partner.



Applicants are encouraged to allocate a higher proportion of the budget to the S4D partner where justified by the proposed project. There is no minimum percentage of the budget that must be allocated to the lead INGO.

19. For example, if an organization is applying for €700,000 with a 10% co-financing requirement, the total project budget would be €770,000. Should the 5% allocation for the Community of Practice be calculated based on the total project budget of €770,000 or only on the requested grant amount of €700,000?

The Community of Practice budget line is described as 5% of the total project budget, not 5% of the adidas Foundation grant amount. Since the total project budget includes both the requested grant and the required co-funding contribution, the 5% allocation should be calculated on the total project budget

20. Can an INGO implement the project in two countries by partnering with a local Sport for Development (S4D) organization in each country? If so, would the budget be €700,000 per country, resulting in a total project budget of €1.4 million for the two-country implementation?

Multi-country proposals are not eligible. Each application must focus on one country only. Organizations may submit applications in multiple eligible countries, provided that only one application is submitted per country and the cumulative funding requested remains within the limits specified in the Funding Guidelines.

21. What exactly means “sufficient” financial capacity, for S4D organizations as the guidelines really do not define

Applicants should be able to demonstrate that they possess the financial management systems, controls, and organizational capacity necessary to manage a grant of the requested size and deliver the proposed project responsibly and effectively.

22. Related to the 10% co-funding, can the INGO leverage on existing programs, or should this be a financial contribution?

The required 10% co-funding must be provided as a financial contribution. In-kind contributions do not count toward the minimum co-funding requirement.

23. Can the 10% match funding be in-kind?



No, In-kind contributions do not count toward the minimum co-funding requirement. In-kind contributions may be included in the project budget where appropriate but do not count toward the minimum co-funding requirement.

24. Could you please clarify how the required 10% own contribution is expected to be provided? Can the contribution be distributed across the entire three-year project duration and reflected through eligible expenditures over the course of the project, or does the full amount need to be available or secured at the beginning of the project?

The required 10% co-funding must be reflected within the overall project budget and provided as a financial contribution. The Funding Guidelines do not require that the entire amount be deposited or spent at project inception. Applicants should demonstrate how the contribution will be mobilized and documented over the course of the project.

25. Regarding the provision of at least 10% co-financing: should this be provided solely by the lead organization or also the S4D organization can contribute financially to the co-financing.

Yes, the required 10% co-funding must be provided as a financial contribution by the INGO and reflected within the overall project budget.

f. Outcome and Indicators

26. Regarding Outcome 5: Should this be implemented at the global level of the INGOs, at the country level in which the project is carried out, or at both levels?

The proposal should clearly explain how Outcome 5 will be achieved in the context of the proposed project.

As all proposals must focus on a single country of implementation, outcomes are expected to be primarily delivered and demonstrated at the country level.

Where relevant, applicants may also describe how learning, systems, or approaches developed through the project could inform broader organizational or global-level practice.



27. We would need a clarification on Outcome 2 Enhance access to education, mentorship, and economic opportunities for girls and women. Whereas the other outcomes have an explicit link to sport, we have noticed that outcome 2, in its formulation, does not. Our question is whether the education/mentorship and economic opportunities must necessarily be linked to sport or we can foresee also other economic opportunities and pathways which are not necessarily linked to sport.

All proposed activities, including those under Outcome 2 related to education, mentorship, and economic opportunities, are expected to be meaningfully connected to Sport for Development approaches. Sport should be used as a tool that intentionally serves as a platform or entry point to achieve these outcomes. However, the created economic opportunities do not have to be linked to sport.

28. Is the list of indicators provided an exclusive one? Or in case the indicator provided does not fit what we intend measuring; we could insert an indicator which does not appear in the list?

The provided list of indicators serves as a guiding framework.

Applicants are encouraged to use the suggested indicators where relevant, but they may also propose additional indicators where needed to accurately reflect their specific intervention and theory of change.

Any additional indicators should be clearly defined, measurable, and aligned with the intended outcomes of the project.