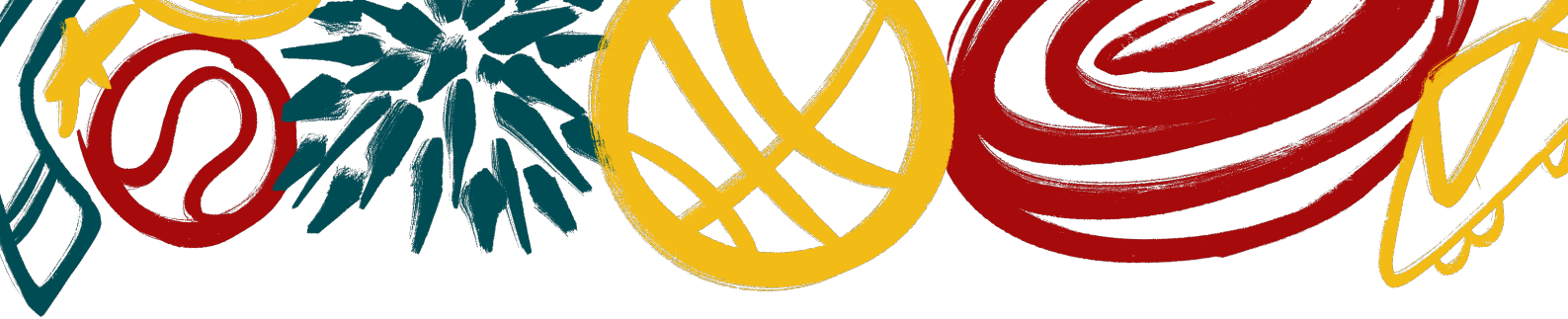




RECOVERY THROUGH SPORT – EOI FAQ

Date effective: **24 August 2026** Approved by: **adidas Foundation**





About this document

This document consolidates the questions the adidas Foundation has received through the Recovery Through Sport question submission form, together with questions raised around the Expression of Interest (EOI) more generally. Similar questions have been grouped and are answered collectively; questions and answers are published in anonymized form.

This is a living document. It will be updated every Monday during the submission window (15 July – 30 August 2026). The Foundation does not provide individual responses to questions; questions already clearly covered in the EOI guidelines, on the Recovery Through Sport webpage, or in this FAQ may not be addressed separately.

The EOI guidelines remain the authoritative reference for this process. Where this FAQ summarizes or clarifies the guidelines, the full text of the guidelines applies.

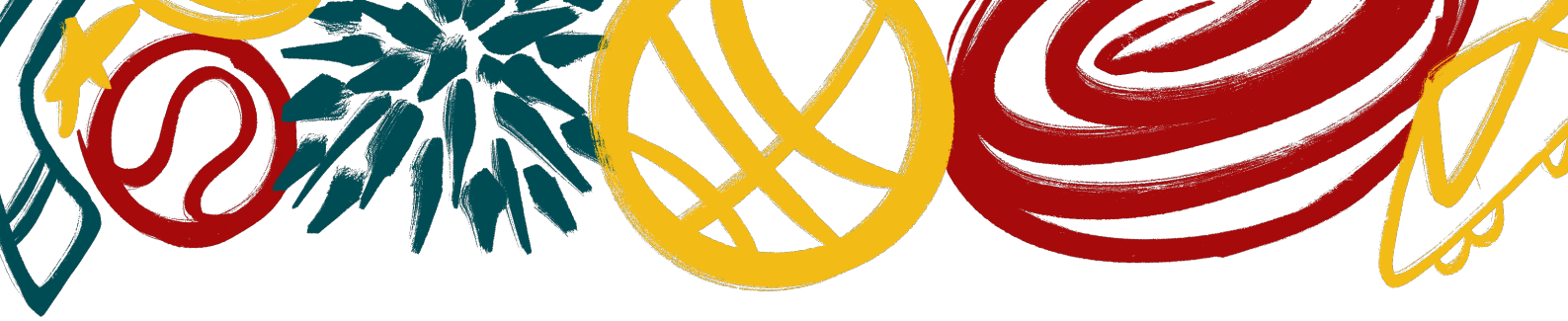
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2. Who can apply: organization type and status

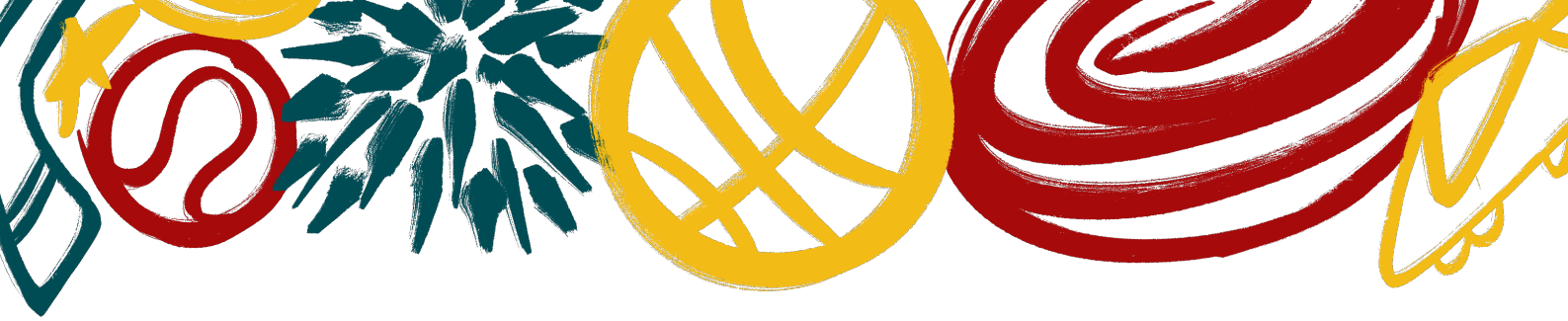
2.1 Which types of organization are eligible?

Eligible: legally registered non-profit organizations, including national and local NGOs, grassroots, community-based and refugee-led organizations; international NGOs; sport-for-development organizations; intergovernmental organizations including UN agencies; faith-based and church-established organizations; and organizations established by statute or holding an auxiliary role to public authorities.

Not eligible: universities and research institutions; for-profit companies, consultancies and social enterprises; and individual consultants. These cannot apply, and cannot be presented as named partners to meet any partner criterion.

Conditions attached to several of these:

- National and local organizations are eligible in principle but must still meet the operational-reach criterion, which requires sustained presence across multiple countries. In practice, most single-country organizations will not meet it.
- Intergovernmental organizations are eligible even where their legal status differs from a nationally registered non-profit. The same eligibility criteria, due diligence standards and assessment approach apply to every applicant, and any organization taken forward would be expected to meet the Foundation's governance, compliance, contracting and reporting requirements. The Foundation does not assess in advance whether an applicant's internal oversight framework (for example the UN Single Audit Principle) is compatible with the requirements set out in section 7 and Appendix B of the guidelines; that assessment is for the applicant to make. Organizations that can adhere to what is set out in the guidelines are welcome to apply.
- Faith-based and church-established organizations are eligible provided programming is independent of the affiliation. The criterion is religious independence in practice, not the absence of a religious founder or governing body. Organizations must not promote religious ideologies, engage in religious activism, seek to convert the people they work with, or restrict services to those who share particular beliefs.



- Statutory bodies and organizations auxiliary to public authorities are eligible on organizational type. The EOI does not distinguish between non-profit organizations according to whether they were established by statute or in another legal form, provided the organization holds non-profit or public-benefit status, applies funds to charitable purposes, and operates independently of political direction.

2.2 Must we be a humanitarian relief organization?

No. You do not need to be structured primarily as an international humanitarian relief organization. What is assessed is the substance set out in Appendix A of the guidelines: sustained programming presence in multiple crisis-affected or displacement contexts, experience across different crisis types, and the ability to navigate access constraints, security management and operational challenges in complex settings.

Experience with humanitarian coordination mechanisms and humanitarian principles is one element of that profile, assessed alongside the others rather than as a formal precondition.

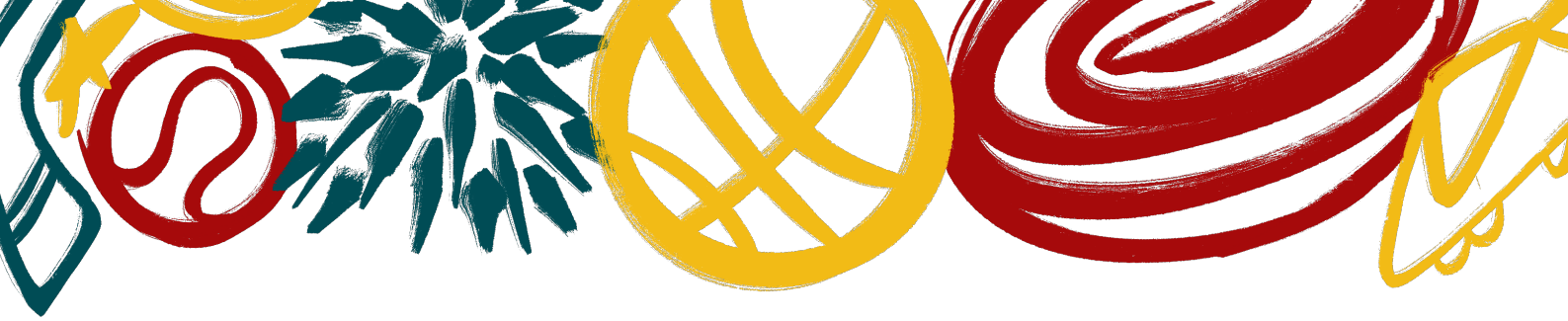
2.3 What financial track record and documentation are required?

There is no fixed minimum turnover for submitting an EOI, and no threshold figure is set. What applicants must be able to prove is experience of managing funding at scale: a track record of handling large, multi-year funding volumes, planning and implementing complex programs, and meeting the financial management, compliance and reporting requirements that come with grants of this magnitude. This needs to be evidenced rather than asserted, and it is tested again at due diligence.

Comparable experience does not require a single prior grant of equivalent size. It can also be demonstrated through your overall audited funding portfolio and your institutional capacity to plan, implement and report on funding at this level.

Submit your most recent externally audited annual financial statements. An unofficial English translation is sufficient. Financial statements are required from all applicants without exception, including intergovernmental organizations and UN agencies. Where privileges and immunities mean statements cannot be provided in the standard form, submit your published annual financial statements or audited financial report.

The Foundation is seeking established organizations for a long-term strategic partnership. Newly established organizations without this track record will not meet the criteria in this round.



2.4 Our organization has a sponsorship or partnership with another sportswear brand. Can we still apply?

Yes. An existing relationship with another brand does not automatically exclude an organization from submitting an Expression of Interest. Please disclose such relationships in your submission.

3. Operational reach and geographic scope

3.1 What does operational reach mean, and how much is enough?

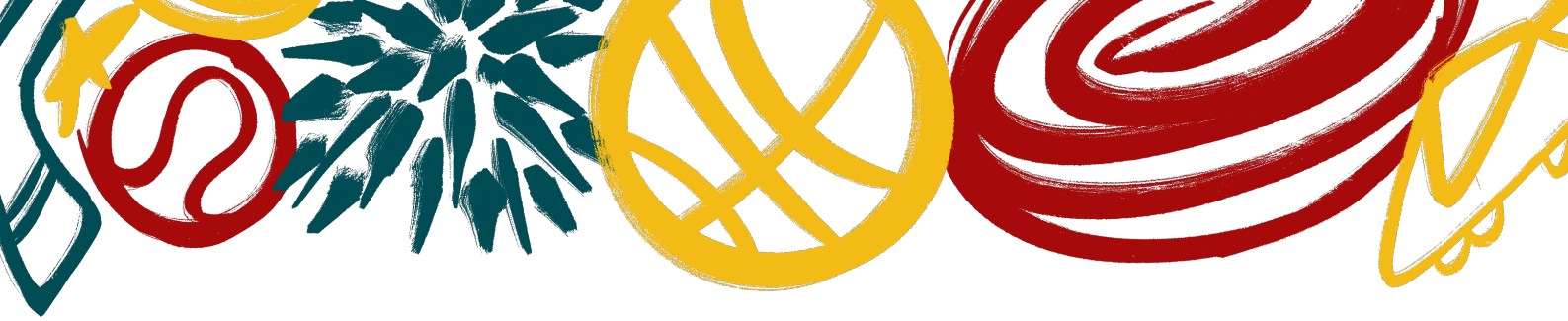
Operational reach must be demonstrated across multiple countries. Sustained programming in several crisis-affected regions or settings within a single country does not meet the requirement, and neither does programming that reaches refugee or cross-border populations from a single-country base.

Breadth does matter, and it is worth being clear about why. Recovery Through Sport does not predefine countries: contexts are identified together with selected partners after selection, and whether a given context is workable depends on conditions on the ground, including trusted local presence, functioning safeguarding systems, available referral pathways and a credible role for sport. Those conditions are not present everywhere and they shift over time.

The wider an organization's sustained footprint, the greater the probability that this conditions-based approach can be applied across enough settings for us to get active together. A broader footprint is therefore stronger, not because a number is being scored, but because it widens the range of settings in which a partnership could realistically work.

An organization present in only a few (below 3) countries is unlikely to proceed. An organization able to engage across a wide range of geographies is well positioned. A regional multi-country footprint and a wider global footprint both qualify, and neither is preferred.

Breadth alone is not the point. We look for sustained presence and experience in each context: an established operational footprint, staff and systems in country, and the ability to keep delivering through disruption and staff turnover. No minimum period is defined, but a recent emergency deployment in a country where your organization has no continuing presence is not sustained presence.



3.2 Can operational reach be met through partner organizations, networks or consortium arrangements?

No. Operational reach must be held by the applying organization itself, through its own offices and the country offices or structures it is formally mandated to represent. It cannot be met through partner organizations, networks, organizations you fund or train, or any form of consortium arrangement.

This is distinct from your delivery model. Delivering programming through local implementing partners can be part of how your organization works, but the multi-country operational footprint itself must be your own.

3.3 Which entity should apply, and what mandate is expected?

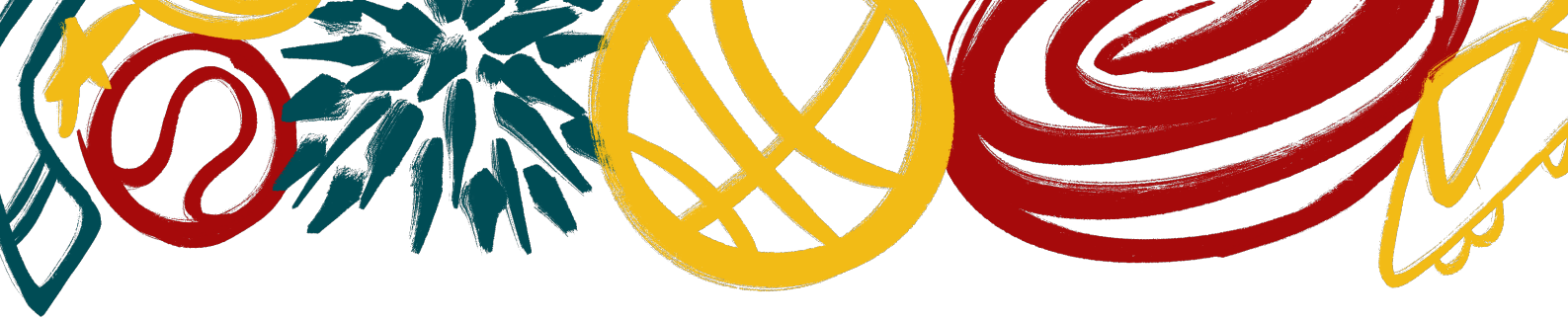
The applying legal entity may be a global headquarters, international secretariat, regional office, national affiliate or country office, provided it has a clear mandate to apply on behalf of the wider organizational scope covered by the submission. Headquarters is the natural applicant in most cases, but the level of the applying entity does not change the evaluation. What is decisive is the mandate held and the scope it covers.

Everything presented in the submission must sit within one and the same international organization. The capacity, operational reach and track record described must belong to that single structure, and the applying entity must be mandated to represent it. A national member acting as the fundraising or contracting entity for its international organization is eligible where that mandate is in place.

What is not possible is combining capacities from two or more separate organizations in order to meet the criteria, with the exception of the sport criterion. Two independent international organizations combining their reach or expertise in a single submission is treated as a consortium and is not eligible, however the arrangement is described.

Where the form asks which country offices would be involved, the question is operational, not legal. What matters at this stage is understanding the potential implementation capacity and reach of the applying organization, which is why we ask which mandate it represents and which offices sit within it. This is an indicative picture of scope, not a commitment to specific countries. Which legal entity contracts is addressed at due diligence.

Evidence of the mandate, such as a letter of endorsement from headquarters, the secretariat or a regional office, may be requested during shortlisting or due diligence. Entity-level answers and documents always refer to the applying legal entity itself.



Individual experts and CVs do not need to be named at EOI stage; institutional descriptions are sufficient.

4. Program scope: what Recovery Through Sport covers

4.1 Which contexts and populations are in scope?

The focus population is children and young people affected by crisis and displacement. No countries or regions are predefined, and none are excluded where crisis conditions exist. Eligibility of contexts is conditions-based, not label-based: what matters is whether programming reaches children and young people whose lives have been disrupted by crisis or displacement, and whether the enabling conditions for safe and meaningful participation are in place.

In scope: (post-)conflict, displacement, disaster and protracted-crisis settings. Returnee and deportee populations, and displaced populations in host countries also fall within scope. Stability of the wider country is neither a disqualifier nor a requirement.

Out of scope: contexts that are not tied to a crisis- or displacement-affected setting. This covers both programming addressing exclusion, stigma or structural disadvantage outside such a setting, and individual or family-level adversity such as abuse, neglect, family breakdown or placement in alternative care. However valuable the work or severe the adversity, neither on its own brings a setting into scope for Recovery Through Sport; the adidas Foundation maintains other program areas with that focus, such as United by Sport.

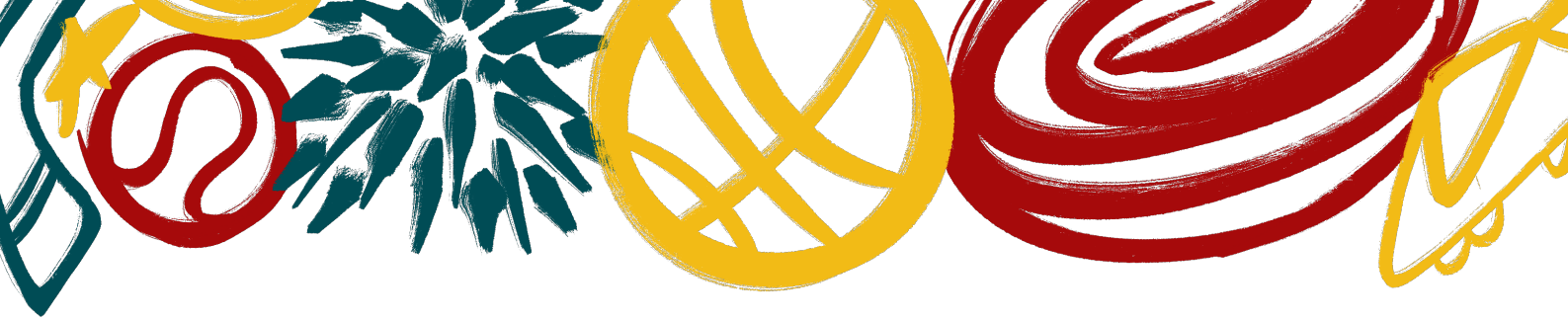
4.2 What age range does 'children and young people' cover?

Children between 5 and 18, and young people up to 24 years old.

Children and young people are the main focus group, but that does not mean others are out of scope. Parents, caregivers, coaches and the wider community can also be part of the project, where their involvement supports the recovery and safe participation of children and young people.

4.3 What does 'recovery' mean in Recovery Through Sport?

Recovery Through Sport helps children and young people affected by crisis and displacement restore safe participation in everyday life: rebuilding safe access to sport and physical activity environments, strengthening social connection and belonging, re-



establishing routine and agency, and reducing longer-term exclusion for groups facing structural barriers to participation.

Two clarifications on the term. We use recovery to describe what changes for a child or young person, not a phase of humanitarian response and not the early recovery sector. And this is not clinical or therapeutic recovery: sport functions as a psychosocially informed delivery modality, not a substitute for humanitarian or psychosocial response, and success is defined by safe participation, connection and restored access rather than by clinical outcomes.

Children and young people are the focus population and the level at which we look for change. That does not make the work individual: it runs through relationships, shared spaces and the systems around a child, and programming is expected to strengthen and work within existing community, humanitarian and MHPSS systems rather than create parallel ones.

4.4 What counts as sport and physical activity?

Sport and physical activity in Recovery Through Sport means programming designed and facilitated as a psychosocially informed recovery modality: deliberately structured to restore routine, connection, safe space, agency and belonging.

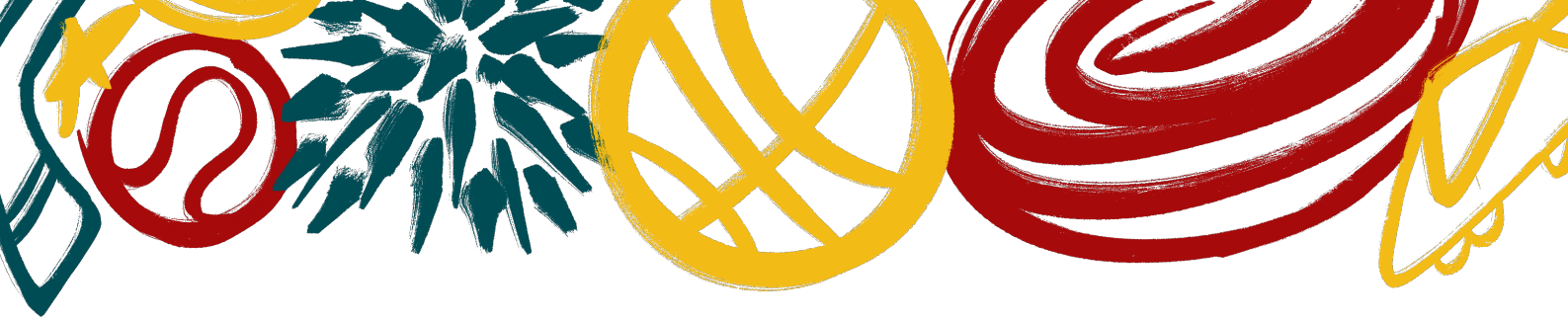
Structured delivery is the decisive point. The activity must be planned, facilitated and delivered with intent, by people prepared for that role, on a consistent basis rather than as one-off sessions. It is the structure around the activity, not the activity itself, that makes it a recovery modality.

Structured play, movement-based activities and traditional games qualify where they are delivered in this way. Purely recreational or incidental activity does not.

No particular sport is required or preferred, and this includes emerging or non-codified sports. Multi-sport experience is not a requirement and carries no advantage in itself, although the ability to adapt the modality to different contexts, age groups and participation barriers is relevant.

4.5 Is sport integrated with other program components within scope?

Yes, and this is what the Foundation is looking for. Sport and physical activity should not be delivered as a stand-alone program. In crisis and displacement settings, sport works when it is embedded in wider structures such as education, child protection, and community programming.



Integrated approaches are therefore encouraged, provided sport functions as a deliberate, psychosocially informed modality reaching children and young people affected by crisis and displacement.

5. Partner criteria, consortiums and named partners

5.1 Can we apply as a consortium, or use partners to meet the criteria?

No. The EOI must be submitted by one applying organization, and that organization must meet all five core criteria itself. The only criterion that may be met through a named partner organization is experience with sport and physical activity.

Named partners cannot be used for any other criterion, including MHPSS capacity, operational reach, safeguarding systems, and research and evidence creation. For-profit firms cannot be presented as technical or implementation partners to meet any criterion.

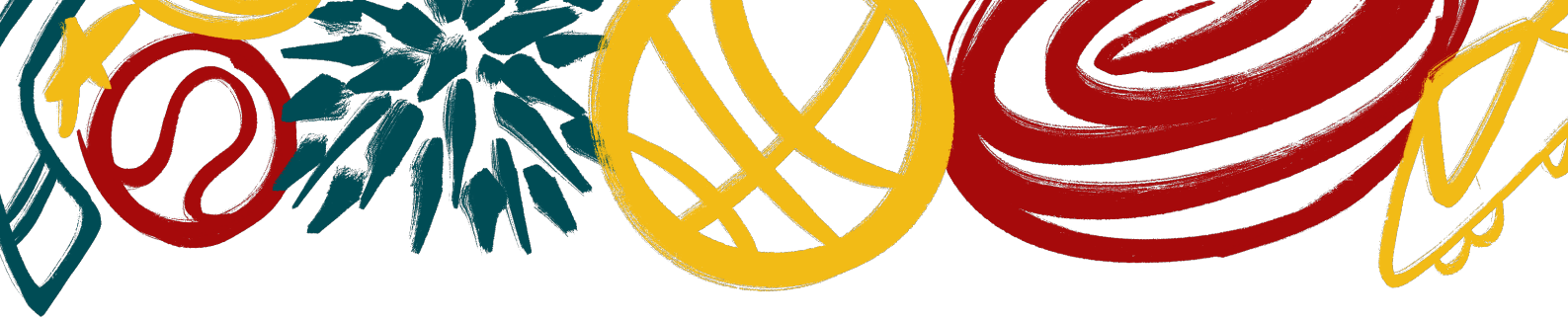
An organization with a clear gap in one of the five core criteria is unlikely to be shortlisted in this round, and that gap cannot be closed by naming another organization or by forming a consortium. The Foundation does not match or introduce organizations to one another at this stage.

Delivery through local implementing partners remains possible where this reflects your established delivery model, but the expertise across the criteria must sit with the applying organization.

5.2 How do local implementing partners and sub-granting fit?

Sub-granting to local organizations as part of your standard delivery model is not a consortium and does not affect eligibility. The distinction is what the arrangement is used for. Delivering programming with local partners is a delivery model. Using another organization's capacity to meet a partner criterion you do not hold yourself is considered a consortium, and is not eligible, with the single exception of the sport criterion.

One consequence follows: operational reach must still be your own organization's footprint. Countries where you fund, train or convene other organizations (outside your organizational setup) do not count toward it.



As set out in the guidelines, applicants must be able to run standardized due diligence on downstream recipients, covering legal status, integrity risks, financial controls and safeguarding commitments.

Do not name country-level implementing partners in the EOI. Contexts are identified with selected partners after selection, so naming them now would be premature. Describe your delivery model instead, including how you work with local and national organizations, ministries and institutions. The only organization to name is a sport and physical activity partner, where you rely on one to meet that criterion.

5.3 Is sport and physical activity experience mandatory, and how can it be met?

Yes. Sport and physical activity experience must be present in the submission, either held by your own organization or brought by a named sport expert partner organization identified in the EOI. An organization with neither does not meet this criterion and should not submit in this round.

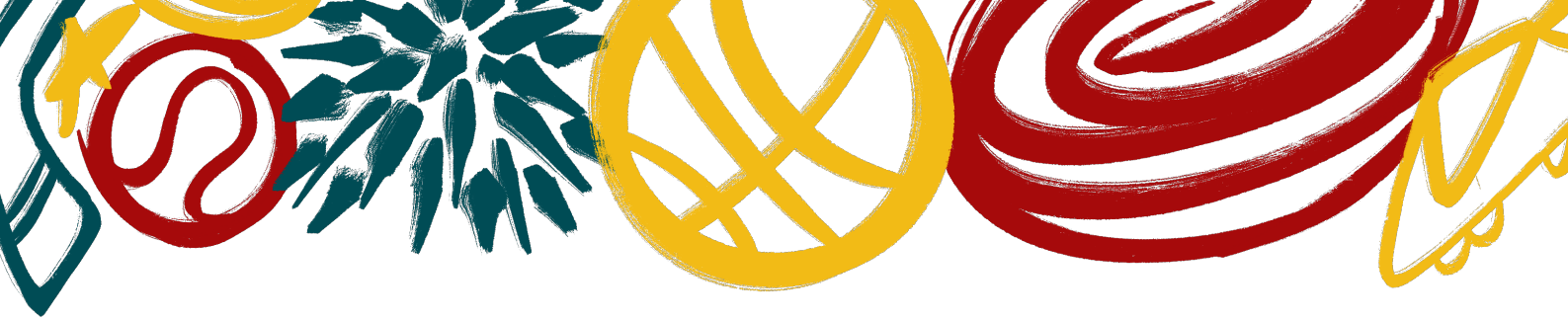
The criterion does not require the expertise to be in-house. Meeting it through a named partner is a legitimate route and is not assessed as a weaker answer. What is assessed is substance: how well sport is understood as a psychosocially informed recovery modality rather than as recreation, the depth of the experience described, and, where a partner is named, the credibility of the collaboration and its intended role.

Sport experience does not need to be multi-country. It may sit in a single country, or be held entirely by a named partner. Operational reach and sport experience are assessed separately: operational reach must be multi-country and must be your own.

5.4 Naming a sport partner: what is expected in the form?

All questions relating to sport expertise must be answered. None may be left blank or marked not applicable. Where the expertise does not sit within your own organization, answer them through the lens of the named partner:

- S10: name the organization that brings this expertise.
- S6: where your organization does not run sport programming itself, report the regions covered by the named partner.
- Q2: describe the partner's work, the collaboration, where it operates and its intended role. Stating plainly that your organization does not deliver sport programming in-house, and that this is the partner who would, is a complete answer.



Reporting a sport partner's scope at S6 does not affect the assessment of your operational reach, which is assessed at S4 and S5 and must be your own.

No formal agreement, MoU or consortium contract is required at EOI stage, and none should be submitted. A collaboration that has been discussed but not yet contracted is acceptable, and should be described as intended rather than existing. Formalization, where needed, happens after selection.

A collaboration formed in response to this opportunity is acceptable. An established working relationship is useful evidence that the collaboration is real and can be delivered, but a newly formed one with a clear rationale, defined roles and genuine commitment on both sides can be equally credible. Describe the relationship as it stands.

Your organization may submit its own EOI and also be named as a sport partner in another organization's submission. Each EOI is assessed independently. Organizations should submit only one EOI of their own.

A sport organization may also be named as a partner in more than one Expression of Interest. Each submission is assessed on its own, and being named in several has no effect on the assessment of any of them.

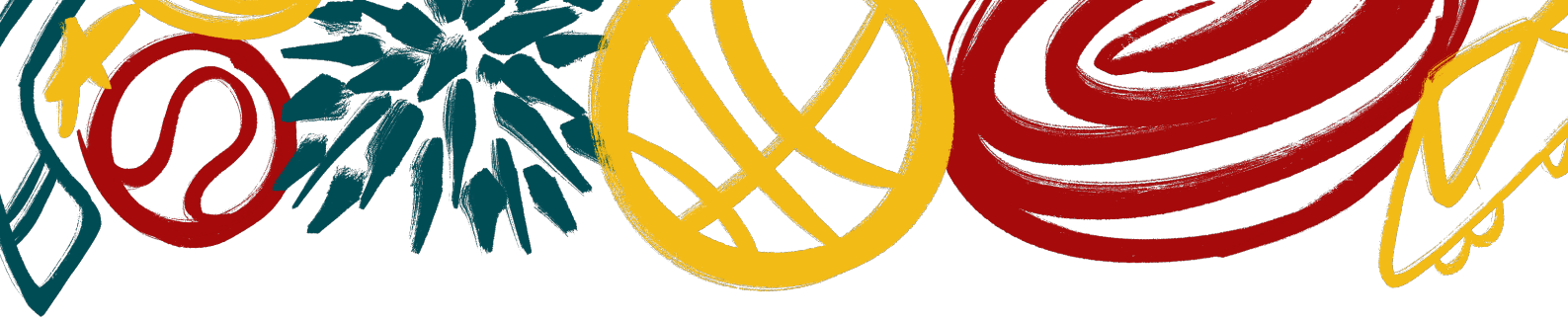
5.5 What MHPSS capacity do we need to demonstrate?

MHPSS capacity must sit with the applying organization. It cannot be met through a named partner, a network member or a sub-grantee.

We look for MHPSS as a capacity your organization sustains and draws on across its work, rather than one assembled for individual projects or donor requirements: dedicated professionals as part of regular staffing, whether a technical unit, specialist advisors or embedded specialists; institutional standards or technical frameworks that guide programming across contexts; baseline psychosocial literacy among wider programming staff who work with relevant communities; and experience integrating MHPSS into non-clinical delivery.

Importantly, we are looking for organizations with practical implementation experience in MHPSS. Research, advocacy, training, or policy expertise alone is not sufficient. Organizations should be able to demonstrate that they have applied MHPSS approaches in real-world programming and have experience supporting children and young people in practice.

MHPSS does not need to be your organization's primary focus, but it should be a sustained and recognizable organizational strength rather than a capacity assembled for a specific project or donor opportunity. A small number of staff with MHPSS expertise is not enough on its own. We need to see that MHPSS is embedded in the organization's



practice, systems, and programming, and that the organization has a track record of applying it in practice.

5.6 Can a named sport partner take part in the selection calls, due diligence or the workshop?

Selection calls and due diligence are conducted with the applying organization. A representative of the named sport and physical activity partner may join the selection call.

For the workshop, the Foundation supports travel and accommodation for a maximum of two participants per organization, up to a defined budget limit and in line with the Foundation's internal travel rules. Both participants must be from the applying organization. Where an organization wishes to bring additional participants, the associated costs must be covered by the organization itself.

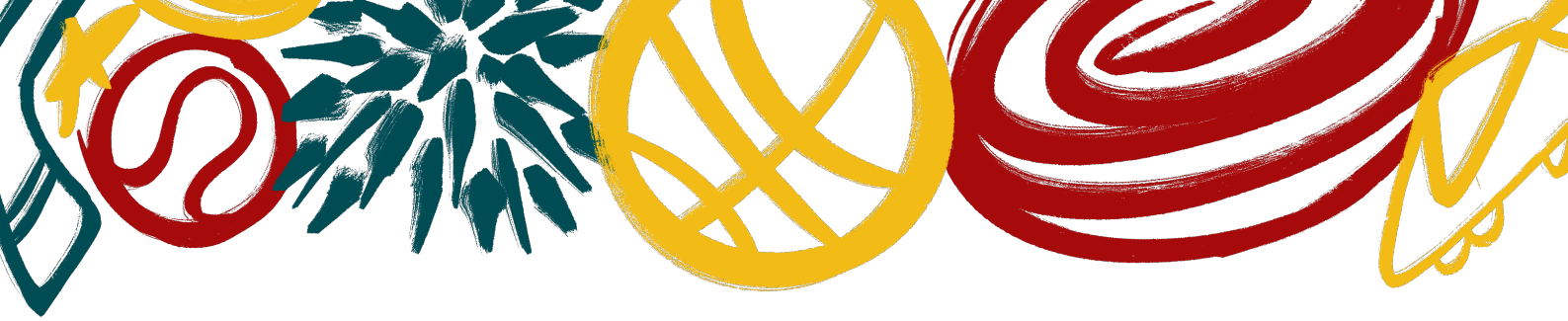
6. Safeguarding

6.1 What safeguarding systems are expected, and which policy should we submit?

An organization-wide safeguarding policy, formally adopted, with functioning reporting and response mechanisms, is expected to be in place at the time of submission. The full policy is one of the four required documents. Safeguarding is one of the five core criteria and is assessed as an institutional system rather than as a document.

The Foundation does not expect a finished state. Partners are expected to be willing to strengthen safeguarding practice where required, and improvements in progress can and should be described in Q1. A policy that has not been formally adopted at the time of submission is a gap.

Where there is an international headquarters or umbrella organization, submit that policy: it is expected to set the standard for country offices. Variation at country level above that baseline is expected and understood, since contexts and national legal requirements differ, so describe briefly in Q1 how the global policy trickles down to and across country offices. Where no global policy is in place, submit the policy of the applying entity and describe how safeguarding works internally, in particular the accountability mechanisms: if something happens in a country office's programming, how is it escalated, where does it land, and is it reported to the international headquarters or equivalent?



Do not upload a policy for every country. One safeguarding document is required, and material beyond the four required documents is not reviewed at this stage. Where country-level policies add detail above the institutional baseline, describe that structure briefly in Q1.

7. Application form and required documents

7.1 Which documents are required, and how should they be submitted?

Four documents are required, each named starting with your organization's short name:

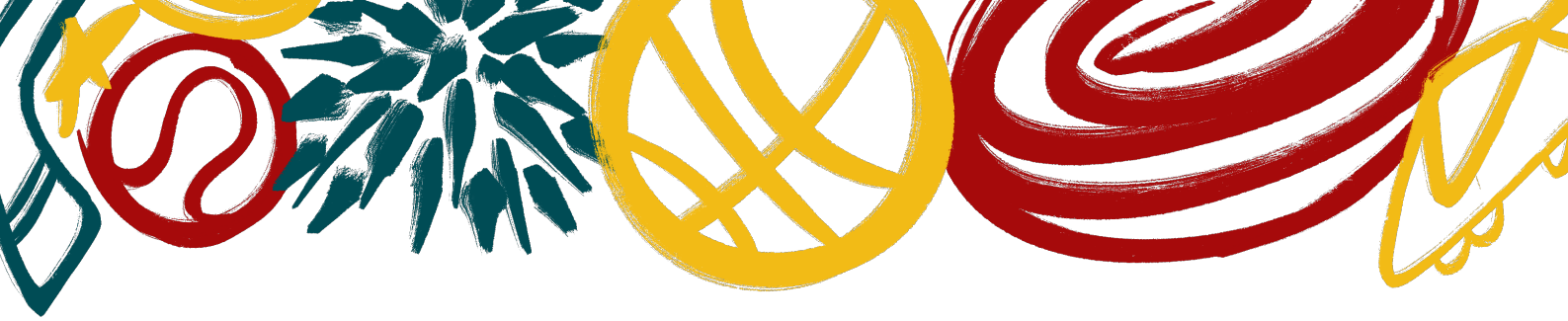
- OrgName_Safeguarding_Policy: your full safeguarding policy, including child safeguarding.
- OrgName_MHPSS_Summary: a summary of your MHPSS expertise and technical approach, maximum two pages.
- OrgName_Registration: proof of legal registration and non-profit status.
- OrgName_Financial_Statements: your most recent externally audited annual financial statements.

Narrative Question 1 asks you to prepare the first two. All four are uploaded together in a single field at the end of the form. A document referenced in more than one question needs to be uploaded only once. Do not attach anything beyond the four documents, as additional material is not reviewed at this stage.

Unofficial English translations are sufficient for all required documents at EOI stage. Formal translation requirements for later stages are set out in Appendix B of the guidelines.

All documents and eligibility answers refer to the applying legal entity identified in the organizational-details section of the form.

Intergovernmental organizations and UN agencies: answer Yes to E02, which confirms non-profit or public-benefit status. Your constitutive mandate meets this even where you hold no national non-profit registration. For the registration upload, submit the document establishing your legal status, such as a constitutive instrument, headquarters agreement or establishing resolution.



7.2 Are there length limits for the narrative questions?

All text fields in the online form are limited to 4,000 characters including spaces, roughly 500 to 600 words. Within this limit, specific length limits apply only where stated explicitly. Focused answers are appreciated.

7.3 In Question Q6, what does 'learning and evidence in this area' refer to?

Sport and physical activity in humanitarian and recovery settings, following on from Question Q5.

7.4 What are the technical requirements for submission, and is support available if the form fails?

Submit the four required documents as PDF wherever possible. Word, Excel and common image formats are also accepted. A small number of file types are blocked by the form platform for security reasons, including executable files (.exe) and HTML files (.htm and .html), so do not submit anything in those formats.

Each individual file must be no larger than 30 MB, and no more than ten files can be attached to a single submission. Only four documents are required, so this should not be restrictive. Where a scanned document exceeds 30 MB, compress it or reduce the scan resolution before uploading.

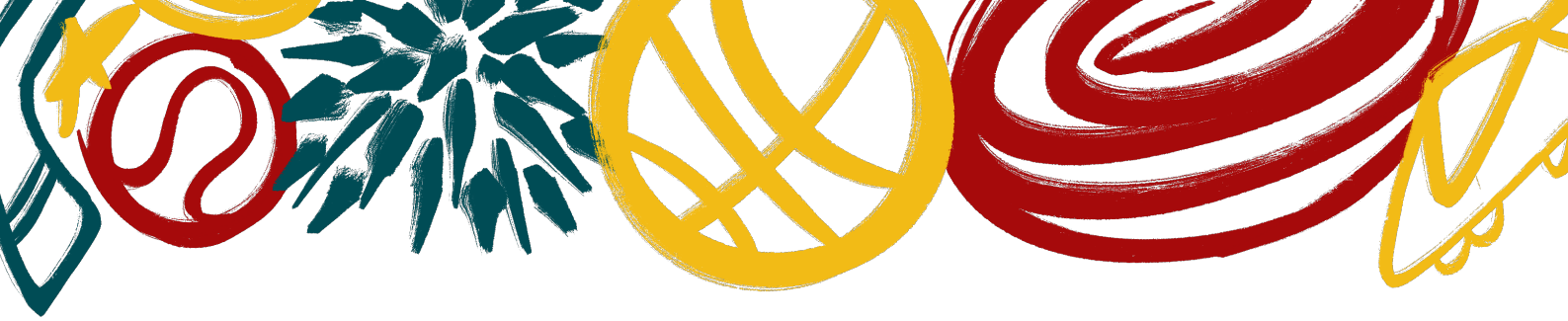
Use a current version of Chrome, Edge, Firefox or Safari on a desktop or laptop. Because all text fields are limited to 4,000 characters, we recommend drafting your narrative answers offline and pasting them into the form. Formatting such as bold, bullet points and tables is not carried over into the form fields, so write in plain text.

If you encounter a technical failure — an upload that will not complete, a form that will not submit, or an error message — use the [Expression of Interest Question Submission form](#).

8. Process, selection and partnership

8.1 Is there a weighting between the five core criteria?

All five core criteria must be met. None is optional and none is decisive on its own. Submissions are assessed as an institutional profile rather than as a scorecard, and the strength of overall fit matters more than a strong showing on any single criterion.



Experience with sport and physical activity sits alongside the five as an additional criterion, and is the only one that may be met through a named partner.

8.2 What happens after the deadline, and what does the process ask of us?

The submission window closes on 30 August 2026 at 11:59 pm CEST. Review and shortlisting run from 1 to 11 September. All applicants are notified of the outcome by 19 September at the latest, including organizations not progressing.

Shortlisted organizations take part in a selection call between 20 and 25 September. Based on those calls, up to three organizations are invited to the joint working session. Those organizations undergo institutional due diligence during October, and the workshop is held in Germany between 9 and 13 November, over two days, with travel and accommodation supported for up to two participants per organization, within a defined budget limit and in line with the Foundation's internal travel rules. Contracting runs from 14 November to 31 December 2026.

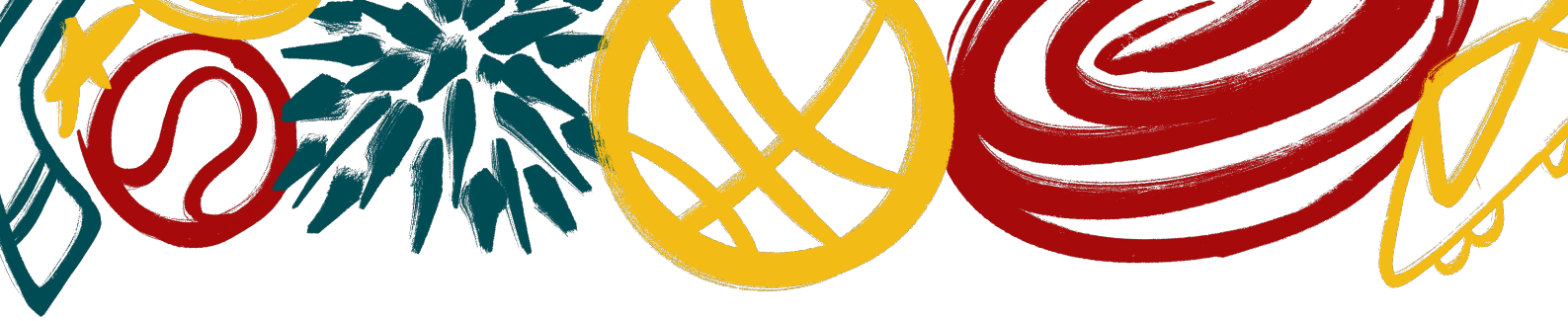
The full timeline is in section 9 of the EOI guidelines.

8.3 What is expected now, and what is developed together afterwards?

This Expression of Interest asks about institutional fit, capability and interest, not about a proposed program. The guidelines list what is not expected at this stage: site-level context analysis, community-level assessments, detailed budgets, monitoring and evaluation frameworks, and theories of change or logframes. Countries, program models and delivery formats are identified with selected partners after selection.

What to prepare is a clear account of what your organization already does and where, how sport connects to recovery in your practice, where that work runs into limits, how you work with learning and evidence, and what you would want from a partnership of this kind.

On research and evidence: describe how your organization works with learning and evidence today (Q6) and where you see the most important evidence gaps (Q5). You do not need to propose a research design, name academic partners or set out a MEAL framework. The research and learning layer is shaped with selected partners and funded as part of the partnership rather than as an add-on. Where you already have research collaborations, naming them is useful context. Research and evidence interest is a core criterion and must sit with the applying organization.



Co-development is substantial. The framework sets out the conditions under which the Foundation will engage; it does not predefine countries, program models or delivery formats. Co-development can extend to funding structure and disbursement model, project selection logic, MEAL frameworks and program design. Where a partner has strong existing programming, the partnership can test, strengthen and scale that work rather than replace it. What is not open for redefinition is the focus population, the conditions-based approach to where programming happens, and the safeguarding bar.

8.4 What funding is available, and how long is the partnership?

EUR 6 million is the Foundation's initial total commitment across up to three selected partners. It is not an amount an applicant applies for, and this Expression of Interest is not a funding application: budgets, project proposals and concept notes are neither requested nor reviewed at this stage. Funding structure and volumes are developed jointly with selected partners.

The commitment will be made in 2026 and deployed over multiple years. It is a starting point rather than a ceiling, and there is potential for the Foundation to build on the model and commit additional funding to selected partners over time. The partnership is multi-year; exact duration, resourcing and governance are defined jointly with selected partners.

Recovery Through Sport is intended as a long-term program. No further application rounds are announced or planned at this stage. Organizations not selected in this round may be considered for future rounds.

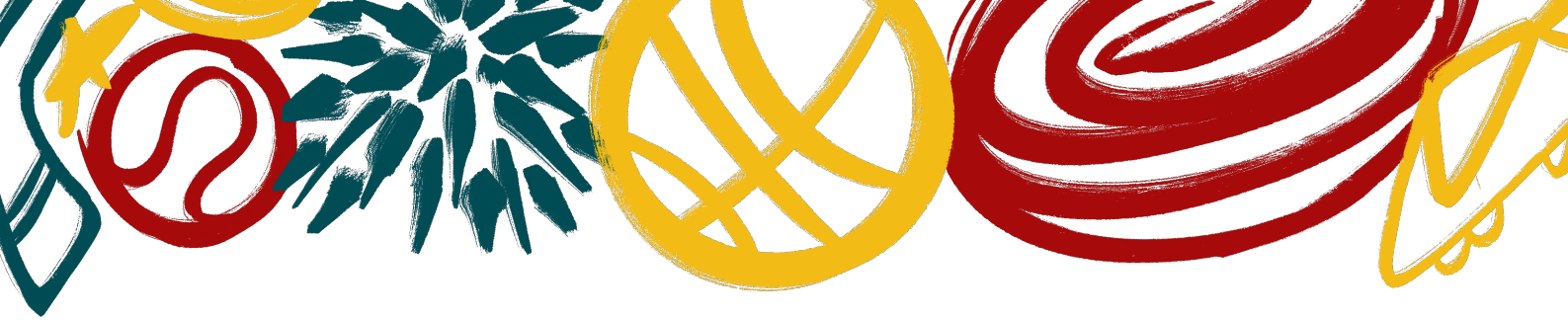
8.5 Will the selected partners work together?

Each partnership is intended to be bilateral between the Foundation and the partner. Partners are not required to form a joint program or consortium. Where there is value in shared learning across the partner group, particularly around evidence creation, the Foundation may facilitate exchange. This is shaped with partners after selection and is not a condition of partnership.

8.6 Can we offer services, or get involved in another role?

This EOI is not a procurement process or a request for services. The Foundation is not seeking service providers, consultants or product-based solutions through it, and unsolicited offers of services or products will not be considered or responded to.

Specialist roles in research, evaluation, communications or storytelling are not part of this EOI, which is focused on identifying up to three strategic partner organizations with



a focus on implementing. How the program engages further expertise, including for research and learning, will be shaped together with the selected partners.

The Foundation does not match or introduce organizations to one another during the EOI stage. Each applicant is assessed on its own submission. Where up to three partners are selected, complementarity across the partner group, which can include geographic complementarity, is considered as part of the overall selection. There are no regional quotas and no predefined priority regions.

Organizations that do not meet the operational-reach criterion sometimes ask whether they could become involved at a later stage as a local implementing, lived-experience or specialist partner of a selected organization. No process for this has been defined, and the Foundation cannot guarantee that such a possibility will arise. The Foundation is not collecting expressions of interest for such roles; whether and how selected partners engage local organizations will be shaped after selection, within each partner's own delivery model.

8.7 Is the research that informed the framework publicly available?

The framework and key findings are summarized in the EOI guidelines and were presented at the informational webinar on 30 July 2026.

The independent research and practice consortium brought together academic research in public health and psychosocial recovery, humanitarian MHPSS practice, and operational experience delivering sport-based programming in crisis-affected settings. It conducted a structured review of close to 100 academic studies and consulted more than 30 organizations. The Foundation intends to make the findings more widely available in due course, though no publication date has been set.

8.8 Is the webinar content available?

The material presented is summarized in the EOI guidelines and in this FAQ. The slides used during the presentation are also available via the EOI landing page. Participation was never required and has no bearing on evaluation.