

Call for proposals on hosting sportanddev: Answers to questions

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Below are answers to questions received on chair@sportanddev.org related to the International Platform on Sport and Development's (sportanddev) recent [call for proposals](#) for organisations to apply to host sportanddev. These responses are made available publicly on sportanddev.

- 1. Is it possible to obtain an approximate estimate of the Swiss Academy for Development (SA4D) annual financial expenditure on sportanddev.org? This would help us to structure a realistic and feasible bid. Is there any information available on the anticipated overhead and infrastructure costs? Given the incumbent host as well as steering board members are not excluded from the call for proposals, they have an advantage if historic/current/forecasted costs are not shared with other potential hosts.**

SA4D doesn't cover sportanddev's operating costs although they have made significant in-kind contributions over the years. sportanddev has contributed from its budget towards SA4D's overheads (contributing towards provisions such as office space, rent, finance and administration, communications, a small proportion of the director's salary). We anticipate that sportanddev may need to contribute financially to the overheads of any new host organisation although offers to provide these services in-kind are very welcome. See question 11 for more information on how sportanddev is funded (including our annual budget over the years) and question 2 for comments on the fairness of the process.

- 2. Do you already have some preferred host organisations in mind?**

The process is open, and ***we do not have any preferred host organisations in mind***. The process is being led by the sportanddev Steering Board; board members were asked to indicate if their organisation would likely apply so that they could be withdrawn from discussions on how to frame the call for proposals, application form and selection criteria. Proposals will be assessed based on their merits and scored fairly. We are also publishing answers to questions publicly, for full transparency.

- 3. Is there a requirement for the host organisation to be based in a specific nation or geographic territory?**

There are no specific criteria regarding the location of the host organisation, and we are happy to receive proposals from any country or region. Although we have stated in some of our communication that one reason we are considering a transition to a new host is the current high operating costs of being registered in Switzerland, ***we don't want to discourage organisations based in Switzerland or other countries considered to have high operating costs, whether real or perceived, from applying***. If organisations from such countries produce compelling proposals these will be fully considered. Further, 30% of the score given to evaluated proposals will be based on resource allocation and costs, and it may be possible to write a cost-effective proposal even if you are based in a country with perceived high operating costs, while 70% of the score will be based on other aspects of the proposal.

- 4. What are the general expectations of a new host organisation in terms of resources (e.g., minimum expected annual budget required to maintain operations of sportanddev.org, number of part-time or full-time personnel expected to be hired, physical office, web hosting infrastructure, etc.)?**

The host organisation is not expected to provide the full annual budget for operating sportanddev, although offers to contribute financially or in-kind (e.g., by providing resources and/or staff to work on sportanddev) are certainly welcome.

sportanddev currently operates on a small team, with 3.5 full time equivalents. Some of these staff are working part-time, and they are based in five countries: France, India, South Africa, the United Kingdom and Switzerland, accounting for four individuals and one organisation that carries out work on behalf of sportanddev. The Swiss-based member of staff is on an employment contract with the Swiss Academy for Development; for legal reasons, the others are on consultancy contracts, but they are considered full members of the team and have all been working for sportanddev for several years.

We would anticipate that most of these staff would be contracted by the new host organisation, if sportanddev does move, and it's strategically important for sportanddev to have staff working from different locations. If the host organisation would like a member of staff to be based at their office, then that is in principle possible and you can submit that in your proposal. There is a desire to grow and diversify the sportanddev team in order to increase our impact, but this is dependent on securing further financial resources.

In terms of other resources required, sportanddev needs the host organisation to provide administrative support such as contracting, and paying invoices and staff salaries. A physical office is not essential, and sportanddev already has webhosting infrastructure. It would be beneficial if the host organisation can provide a Microsoft Teams license that includes Word, Excel, Outlook and Teams.

The essential and desired requirements for the hosting organisation are listed in the application form – the more of these requirements that a potential host can meet, the better, and we encourage bidding organisations to add further resources and/or benefits if they wish.

5. Can you provide details on the number of staff to be hosted and as much information as can be shared (are they consultants / FT or PT hires / locations, etc.)?

Some initial information on the staff situation is provided in question 4 above. To be more specific:

- A consultant based in South Africa works at up to 90% full-time equivalent
- A consultant based in the United Kingdom works up to 40%
- We have a consultancy relationship with an NGO based in India. One member of staff there works full-time, with other members of staff such as the director contributing to ad hoc projects
- A consultant based in France works up to 30%
- The employee based at the Swiss Academy for Development (SA4D) works 90%

The language “up to” is used for consultants because sportanddev/SA4D doesn't define the exact number of hours and cannot do that legally, so they are contracted for a maximum number of hours in a year, depending on what is in the budget. We would anticipate that the majority of these staff are contracted by the new host if sportanddev does move, though that is subject to a review of the budget once the decision on the host is made and a discussion with current staff.

In addition, sportanddev hopes to hire an Arabic speaking consultant in the near future. We have ambitions to grow the team to support the overall operations of sportanddev and also to manage operations in additional languages such as Spanish, but that is subject to further funding.

As mentioned elsewhere, sportanddev now fundamentally has a remote way of working, with all staff based in different locations. However, if the potential host organisation has an immediate or long-term member of staff working from their office or, for example, visiting regularly, then they are welcome to state that in their proposal.

6. Are there any grants or financial assistance available for a host organisation, or is the host organisation responsible for funding operations of sportanddev.org in entirety?

See question 11 for more information on how funding for sportanddev is generated. The host organisation is not expected to fund sportanddev in its entirety although, as mentioned in question 4, offers to contribute financially or in-kind are welcome.

7. In terms of legal support of sportanddev.org, what are the expectations from the host organisation (e.g., that the host already has a lawyer/qualified legal support team in-house)?

The reference to legal support in the call for proposals mainly refers to two points:

- As the host organisation, sportanddev would from a legal point of view become part of your organisation. sportanddev would retain its own governance structure (Steering Board), impartiality/autonomy and branding, but is not a separate legal entity.
- You would carry out tasks necessary for a legally registered organisation such as the administration of contracts with staff, funders and service providers, holding sportanddev's finances and paying staff.

If your organisation has a particularly high level of legal expertise (such as a lawyer or in-house legal team) then we'd suggest mentioning it in your proposal, but this is not a requirement.

8. Are you open to bids from private limited companies as well as NGOs and charities, etc.?

There are no formal requirements on the type of organisation so in principle it could be a private limited company, an NGO, a sports federation, a university, a government or any type of institution. However, the organisation would need to have the ability to apply for international development grants and receive funding from a wide range of and types of donor.

9. Are you open to bids from a consortium of organisations?

Yes, we're open to different models and bids can be submitted by a consortium of partners. In this case, the proposal should make it clear which organisation will assume legal responsibility for sportanddev and what the roles and responsibilities of the other partners will be.

10. The tender specifies that prospective hosts should have a board. Would you consider an organisation that is currently establishing a board, which would be operational by January 2023?

The main requirement is to have a sound governance structure in place to administer the relationship. If you have no board and plans to have one established in future, we will still consider your proposal, but our preference would be that you have a board in place at the time of the proposal.

11. Is the current overhead and infrastructure cost financed by recurrent income?

sportanddev is financed in a mixture of ways:

- Steering Board members, most of which contribute financially on an annual basis

- Grants for specific projects
- Occasional consultancies
- The [Reshaping Sport and Development campaign](#) in 2021-22. This was a new approach to fundraising and has been successful, so similar approaches are likely to be tried again in future

Overheads costs are built into some grant proposals, and some contributions from Steering Board members also contribute towards overhead and infrastructure costs. Financial contributions from Steering Board members are recurrent in the sense that they are paid annually, although sometimes there are changes to the composition of the board, with members joining or leaving. sportanddev will explore revenue generation more significantly in the near future especially with regard to improved services on an upgraded platform.

12. What is the current and expected staffing/consultant headcount for sportanddev? Is there anything publicly available regarding overall running costs and forecasted income?

See question 4 and 5 for information on the staffing/consultant headcount.

We will provide detailed information to shortlisted candidates on the finances. However, to give an overall picture:

- Expenses in recent years have ranged between 270,00 and 325,000 Swiss francs annually
- Income has often been similar to expenses; however, there have been other years when a surplus has been generated, allowing sportanddev to build a certain amount of reserves
- The main financial challenge relates to the loss of a major long-term donor, which withdrew from the Steering Board in 2021 due to a change of strategy. This loss has been covered in the short-term due to the successful acquisition of a major grant, funding generated through the Reshaping Sport and Development campaign, and the acquisition of other smaller projects
- There is a need to continue focusing on fundraising efforts to ensure sustainability in the medium term, but there are a number of opportunities to do so:
 - sportanddev will launch an upgraded website in the coming months. This will come with significantly improved functionality, making it easier “to sell” our services. We also anticipate that it will reach an even larger audience than currently, particularly because it will be available in several different languages
 - The successful Reshaping Sport and Development campaign shows the potential of approaches that target a broad alliance of organisations
 - 24 different organisations contributed financially to sportanddev in 2021-22. This is significantly more than any other year in sportanddev’s history and shows a trend towards increasing interest in our work. Note that sportanddev’s financial year runs from July until June, although this is for historical reasons, and we anticipate aligning it with the host organisation’s financial year in the future

13. What’s the status of the current redevelopment of the platform and the funding of this? For example, is this something hosts will be expected to contribute to?

We are currently in the process of redeveloping the sportanddev platform, and it will be online in the coming months. The platform will have significantly improved design and functionality, including translation into different languages (including all UN official languages). This will provide the opportunity for the further development of networks in different regions, and

increase the reach, visibility and impact of sportanddev, creating significant benefits for the sport for development community, sportanddev and the host of sportanddev.

Costs for the redevelopment are covered by existing grant agreements, and the host is not expected to contribute towards them. There will be ongoing costs for maintenance and further development of the platform after it is launched, and these will be covered by the overall budget of sportanddev. The successful host organisation will be recognised on the upgraded sportanddev platform with numerous associated benefits as outlined in the call for proposals.

14. Is there an anticipated minimum/maximum contract length?

We are flexible and open to discussing what is in the mutual interests of both sportanddev and the host, but we would appreciate a minimum commitment of two years.

15. Can you provide an estimate on the number of financial transactions, number of contracts that is required for the hosting agency to conduct on an annual basis?

It is difficult to give an exact figure. However, to give a general idea, information is included below.

Outgoing financial transactions

- Consultants submit monthly invoices. With four consultants currently employed, that equates to 48 invoices per year, with it likely to increase to five consultants over the coming months.
- Technical development and maintenance are another ongoing cost. Once the new website is online, this will be charged monthly.
- sportanddev also has costs for items such as the online course platform and ownership of the URL that are ad hoc and paid once a year or sometimes less frequently.
- There are small ongoing costs for online platforms such as Mailchimp and Canva that are set up once and then paid automatically every month through a direct debit.
- Travel costs are currently paid either directly on an SA4D card or by reimbursing staff, and we acknowledge this may change at a new host, depending on that organisation's internal policies. These are typically a few times a year rather than monthly.

Incoming financial transactions

This varies from year to year. As noted elsewhere in this document, there were more donors in our 2021-22 project year than there usually are in a 12-month period. Most donors pay annually, even if they have a multi-year contract. Some pay a lump sum at the beginning of the contract, with the funding due to be used over a period of several years, but these cases are exceptions.

Contracts

For donors, this can be as few as 2-3 in a year or as many as 10-12, depending on: 1) The number of new donors that agree to support sportanddev; 2) The number of ongoing multi-year contracts (which reduces the need to renew regularly); 3) The internal processes of the donor organisations (some smaller financial contributions haven't required contracts and in rare cases there have been donors that have an internal process other than requiring a formal contract).

Consultant's contracts are renewed fairly regularly, usually at least once a year. The contract for the company responsible for maintaining and developing the sportanddev website would need transferring to the new organisation.

Due to SA4D having quite a small team, contracts with consultants and donors (if the donor organisation doesn't do it themselves) have typically been drafted by a member of the sportanddev team. Invoices to receive payments have also been done by a sportanddev team member. We are open to continuing in that way or to changing how it is done depending on the preferences, policies and capacities of any future host organisation.

16. How does sportanddev currently manage conflicts of interest with SA4D, especially around fundraising?

Conflicts of interest between sportanddev and SA4D have not generally been an issue, including in relation to fundraising. One of the reasons for that is that the target donors have usually not been the same. With some exceptions, SA4D's donors are usually donors based in Switzerland. They normally are not specifically involved in the sport and development sector but interested in funding good development projects managed by SA4D and implemented internationally, and are attracted by SA4D's sport and play-based approach. sportanddev's donors are based internationally and usually specifically interested in supporting sport and development work.

When a donor has been identified that could be relevant to both, this has been coordinated between team members. Sometimes a representative of both sportanddev and an SA4D project have joined meetings with potential donors, with both being discussed. At other times, a judgement is made on which is more likely to receive funding. Staff working on sportanddev have also been able and willing to represent the other and vice versa in situations where it's clear a donor is a better fit for a different project. Sometimes joint grant proposals have also been written, for example by including a communications or advocacy component for sportanddev into an SA4D project proposal.

We acknowledge this distinction between donors may be less clear at a future potential host, and it is possible that that organisation may even already have some of the same donors. We do not see it as a concern though and, if sportanddev does change host, we are committed to agreeing on a mutually beneficial relationship with that new host.

17. Will this process have any impact on the day to day work and operations of sportanddev?

No, the call for proposals and process will not impact our current work. We will continue to operate the platform throughout and pursue priority projects such as the campaign on Reshaping Sport and Development, the website upgrade and much more. We hope that this process will help to amplify the impact of our work.