

December 2022  
Version 1

## DFAT

Australian Sports Partnerships Program (ASPP), branded as Team Up,  
Sport for Development Partnerships (Pacific) 2023-2025  
Guidance and Templates



# Table of Contents

List of acronyms and abbreviations .....	3
1. Introduction .....	4
1.1 Context .....	4
1.2 Rationale .....	4
1.3 Goal and Outcomes .....	4
1.4 Partnerships and Activities .....	5
1.5 Program Management and Support .....	6
2. Overview .....	6
3. Operational objectives .....	7
4. Partnership eligibility criteria .....	8
5. Application process and indicative timeline .....	9
5.1 Indicative timeline .....	9
5.2 Deadline for proposal submission .....	10
5.3 Conformance check .....	10
5.4 Shortlisting proposals .....	10
5.5 Debriefing of applicants .....	10
5.6 Complaints .....	10
6. Assessment .....	11
6.1 Assessment outcome .....	11
6.2 Selection criteria .....	12
7. Proposal format .....	14
8. Contractual, reporting and acquittal requirements .....	14
9. Contact person .....	14

## List of acronyms and abbreviations

Abbreviation	Full form
AEDT	Australian Eastern Daylight Time
ASP	Asian Sports Partnerships
ASPP	Australian Sports Partnerships Program
AUD	Australian Dollar
DFAT	Australian Department of Foreign Affairs and Trade
EOPOs	End-of-Program Outcomes
GHD	GHD Australia Pty Ltd
NGO	Non-government organisation
PSP	Pacific Sports Partnerships
UN	United Nations

# 1. Background to Team Up

## 1.1 Context

Australia's current investment in sport for development in the Indo-Pacific region, the Australian Sports Partnerships Program (ASPP), branded as [Team Up](#), is a 10-year (2018-2028) initiative with an annual budget of AUD \$6 million, funded by [Australia's Department of Foreign Affairs and Trade \(DFAT\)](#). It is delivered in seven Pacific island countries (Fiji, Nauru, Papua New Guinea, Samoa, Solomon Islands, Tonga and Vanuatu). The first phase of Team Up (2020-2022) comprises 30 partnerships involving more than 60 partners, utilising 13 sports and has five focus areas: gender, disability, leadership, governance and knowledge.

The Australian Government has supported sport for development projects in the Indo-Pacific region for more than a decade, most recently through the Pacific Sports Partnerships (PSP) from 2009-2020 and Asian Sports Partnerships (ASP) from 2015-2017. PSP worked with 15 sports in nine countries through over 50 in-country partnerships in the Pacific islands, and 17 sports in 15 countries across Asia.

The design of Team Up drew on lessons from the PSP and ASP and responds directly to recommendations of an independent evaluation<sup>1</sup> of the two programs. It was developed through widespread consultations with organisations in all participating countries, as well as regional, global and Australian-based organisations. The consultations included sport, development, research, government, health, women's, disability, and sport for development sectors, and DFAT officials.

## 1.2 Rationale

Globally, sport is a way people convene, gain status, create norms and celebrate culture. But access to sport is unequal. Women, girls and people with disabilities face barriers or are systematically excluded from participation, coaching, officiating, administering and governing sport, and accessing related benefits. Sport for development programming such as Team Up offers an opportunity to address the barriers that exist in mainstream sport through carefully designed and targeted activities that can level the playing field.

## 1.3 Goal and Outcomes

Team Up's goal is that Australia Indo-Pacific sport partnerships support all people to realise their full potential through sport.

In contributing to this goal, Team Up will work towards three connected, mutually reinforcing end-of-program outcomes that will address the 'play gap' by supporting women and girls, and people with a disability, to benefit from participation in safe, inclusive and accessible sport programs and organisations. In order to forge progress in these areas, Australia and its Indo-Pacific partners will use sport to strengthen relationships and build closer collaboration and people-to-people linkages.

***End-of-Program Outcome 1: Sport programs attract and retain women, girls and people with a disability as well as men and boys***

---

<sup>1</sup> The Independent Evaluation and DFAT's Management response is found on: <https://www.teamup.gov.au/resources/independent-evaluation-pacific-and-asian-sports-partnerships> and <https://www.teamup.gov.au/resources/management-response-psp-asp-independent-evaluation>

Team Up will bring together a portfolio of sport for development partners that will design and implement programs that remove barriers (e.g. low access to resources, threat of violence and harassment, gender norms) and give access to benefits (e.g. peer support, new networks, safe spaces, mastery, leadership opportunities) to support women, girls and people with a disability to fully participate in all elements of the sport sector. Team Up, its partners and DFAT will leverage the visibility of these activities by drawing on the public diplomacy and media opportunities, and people-to- people linkages, created by these programs.

***End-of-Program Outcome 2: Sport organisations are safe, inclusive and accessible***

Safe, inclusive and accessible sport organisations are a precondition to creating sustainable opportunities for women, girls and people with a disability to reap the benefits of sport. Women, girls and people with a disability will only experience the benefits of sport if these values are celebrated in all areas. To achieve this, Team Up will establish partnerships with regional, sub-regional and local organisations that are tactically aligned with this outcome, to support a cultural shift among sport organisations, delivery partners, and more broadly, to develop and use safeguarding, inclusion equality policies and systems within sporting organisations and across all TEAM UP activities.

***End-of-Program Outcome 3: Australia and Indo-Pacific partners use sport to strengthen relationships and build closer collaboration***

Team Up will build on Australia's reputation and experience in delivering sport for development and sport diplomacy activities in the Indo-Pacific region. Team Up will develop world-class partnerships and relationships within the sport sector and position Australia as a trusted leader in the global sport for development community by investing in partnerships based on mutual benefits, respect and transparency that provide opportunities for Australian and Indo- Pacific organisations to work together to solve development challenges and celebrate success.

## **1.4 Partnerships and Activities**

Team Up will establish partnerships with organisations that contribute to end-of-program outcomes and comply with due diligence standards. This approach recognises that stronger outcomes can be achieved by mobilising the best assets of both sport and development actors to deliver on shared priorities.

Team Up will support the establishment and delivery of a range of partnerships through a fit-for-purpose partnership funding mechanism which supports partners to deliver on outcomes.

Team Up partnership fund will contribute to two partnership streams:

1. **Sport for development partnerships** that attract and retain women, girls and people living with a disability, address barriers to participation, promote gender equality and social inclusion, and seek to promote and build a culture of diversity among sports people and within sporting organisations
  - a. Sport for Development Partnerships (Pacific) were procured by an open application process, opening in December 2019 and closing 28 February 2020
    - i. Phase 2 sport for development partnerships specifically for Solomon Islands will be procured by an open application process, opening December 2022 and closing 28 February 2023
2. **Strategic partnerships** that come together around key thematic areas (e.g. safeguarding, communications and leadership) and that contribute to institutional strengthening in areas that are relevant to creating safe, inclusive, and accessible organisations.

Gender equality and disability inclusion will be addressed through a twin track approach that

involves both mainstreaming activities and providing affirmative opportunities for those who have been excluded in the past.

Team Up will provide technical support to assist partners to analyse current practices and develop ways of determining new approaches. Team Up will support partners to react to their own observations and analysis of their challenges and priorities. It will take a rigorous approach to monitoring, evaluation and learning, and apply adaptive management processes that strengthen Team Up's ability to achieve long-term outcomes.

Team Up will also seek to strengthen the role of sporting organisations as non-traditional development actors. It will invest in scoping processes to understand specific situations and it will take a progressive, realistic approach.

Overall, Team Up will be delivered through a range of approaches including deepening institutional relationships and collaborations, creating opportunities for diplomatic engagement and communication, and engaging in global efforts.

## 1.5 Program Management and Support

GHD, in partnership with [Women Win](#), was awarded the contract to design and implement Team Up from 2018-2025. GHD, an experienced managing contractor and Women Win, an international non-government organisation (NGO) that equips adolescent girls to exercise their rights through sport, have partnered to identify and select Team Up partners, and support them through program delivery.

Team Up will be managed by a Canberra-based unit that will oversee day-to-day operations, including due diligence, integrity and communications. Team Up will also have a regional field office in Fiji, which will provide regular, cost-efficient technical support to partners, and collaborate with regional, sub- regional and national stakeholders. GHD and Women Win will provide technical advice to support outcomes in key areas including gender equality, disability inclusion, safeguarding, private sector engagement, soft power, partnership development, monitoring and evaluation, and communications.

## 2. Overview

1. These Guidelines explain the competitive procurement process to select organisations to move to Stage 2 of Team Up: *Sport for Development Partnerships (Pacific) 2023-2025* procurement process.
2. Team Up is the Department of Foreign Affairs and Trade's (DFAT's) current sport for development program, superseding the Asian Sports Partnerships (ASP) and Pacific Sports Partnerships (PSP) programs.
3. Team Up Sport for Development Partnerships (Pacific) 2023-2025 is inviting partnerships to deliver high quality and high-impact sport for development programs in the Solomon Islands.
4. The procurement will be a three-stage process:
  - a. Submission of a proposal containing a capacity statement and program concept followed by shortlisting by an expert panel based on the selection criteria.

- b. Co-design to finalise designs and detailed operational plans while undertaking inception activities, analysis, establishing baselines and meeting due diligence requirements.
  - c. Sport for development partnerships will enter a funding agreement with GHD and begin implementation.
5. Up to AUD \$1,200,000 in total will be available for sport for development partnerships through Team Up Sport for Development Partnerships (Pacific) in the 2023-2025 financial years.

Figure 1: Funding amounts table

Country	Funding amount per country, per year (AUD)	Funding limit for each partnership, per year (AUD), per country	Funding limit for each partnership, in total (AUD), per country
Solomon Islands	Up to \$600,000	Maximum of \$150,000	\$300,000

- a. DFAT and GHD reserve the right to re-allocate the amounts available in each country as they deem appropriate.
6. Applications will be by individual country.
7. Partnerships may submit only one proposal per country for the 2023-2025 financial years:
  - a. Partnerships may include multiple activities in their proposal.
  - b. Each proposed partnership must address selection criteria contained in Section 6.2.
  - c. Total funding requested under the proposal must not exceed the relevant proposal-funding cap outlined in Figure 1: Funding amounts table.
  - d. If a proposal contains multiple activities, GHD may choose which activities to fund at its absolute discretion.
  - e. If GHD approves a proposal for partial funding, this will be communicated to the partnership. The partnership must then provide GHD with an updated pricing proposal.
  - f. A draft partnership letter template is included for review [here](#).

### 3. Operational Objective

8. The goal of Team Up Sport for Development Partnerships (Pacific) 2023-2025 is: *Australia Indo-Pacific sport partnerships support all people to realise their full potential through sport.*
9. The program will contribute to this goal through three mutually reinforcing End-of-Program Outcomes (EPOs):
  - a. Sport programs attract and retain women, girls and people with a disability as well as men and boys.
  - b. Sport organisations are safe, inclusive and accessible.

- c. Australia and its Indo-Pacific partners use sport to strengthen relationships and build closer collaboration
10. Team Up Sport for Development Partnerships (Pacific) 2023-2025 strongly encourages supplementary and/or private funding opportunities and corporate social responsibility programs to enhance sustainability and ownership. Co-contributions must be detailed in the activity's budget.
11. Funding will be considered for projects and activities that:
  - work towards Team Up's goal and EOPO's and
  - partnerships and organisations that meet the eligibility criteria
12. Funding will NOT be considered for:
  - high performance and or elite focussed activities
  - evangelism or missionary outreach activities
  - political campaign activities
  - projects or activities that create dependency
  - retrospective funding
  - sponsorship
  - fundraising events
  - proposals primarily for equipment, freight or building
  - proposals received from an individual

## **4. Partnership eligibility criteria**

13. Applications are open to partnerships comprising a wide range of organisations, which could include but is not limited to: disability organisations; women's organisations; non-government organisations; private sector; universities; civil society; UN agencies; development organisations; media organisations and sport organisations.
14. Applications are open to partnerships comprising organisations at an in-country, Australian, regional and/or international level.
15. Each partnership needs to nominate a lead organisation that will enter the funding agreement with GHD and be responsible to GHD for the performance of the partnership to achieve the objectives as required and be accountable for all funds.
16. The lead organisation needs to be not-for-profit.
17. The lead organisation could be from any sector and at any level, it is not a requirement that the lead organisation to be an Australian or regional organisation and there is no requirement for the lead to be a sport organisation.
18. For-profit organisations may be part of partnerships submitting proposals, noting they cannot be the lead organisation and that only activities proposed on a not-for-profit basis will be considered for funding.
19. All organisations must be registered legal entities in jurisdiction of their operation.
20. All organisations must have a functioning board and named members.

21. The partnership must legally be able to operate in country of application.
22. The partnership submitting proposals must not have any reason preventing them from operating in the country that their proposed activities will be held.
23. Organisations are able to demonstrate financial viability with a demonstrated financial record and financial management systems in place.
24. Members of the partnership do not owe any financial acquittals, reports or money to GHD and/or DFAT as a result of previous funding or grants.
25. The partnership has or can obtain the appropriate type and level of insurance for the activities that are the subject of this program.
26. Organisations may be involved in several partnerships and proposals but can only be the lead in one partnership per country.
27. GHD reserves the right to reassess any proposal if, following submission, the membership of a successful partnership proposal changes, including withdrawing partnership member(s).
28. Partnerships should note that individuals with conflicting commitments and current and former DFAT employees (see Clause 30) must not be included in the activity proposal or as individuals who may be engaged by the applicant if selected through the assessment process described in this guideline. DFAT may reject any activity proposal which does not disclose the fact that a proposal team member has an existing and continuing commitment to another project or activity.
29. Proposals compiled with the assistance of current DFAT or GHD employees or former DFAT employees will be excluded from consideration.
30. For the purposes of Clauses 28 – 30, 'former DFAT employee' means a person who was previously employed by DFAT, whose employment ceased within the last 9 months and who was substantially involved in the design, preparation, appraisal, review and or daily management of the program to which this grant program relates.
31. Partnerships must declare any actual or perceived conflicts of interest. Conflicts of interest are situations where a person's private interests could, or could be seen to, conflict with their public or official duties as part of the partnership. Conflicts of interest are either real or apparent.

## 5. Application process and indicative timeline

### 5.1 Indicative timeline

32. The indicative timeline for this competitive procurement process is summarised in the table below:

Table 1: Indicative timeline

Event	Indicative Time / Date
Stage 1: Call for proposals	19 December 2022

Deadline for questions	Any enquiries that organisations may have concerning this application must be submitted in writing to the GHD contact person no later than 23:59 AEDT (Canberra) Tuesday, 14 February 2023 (14 days prior to the submission deadline)
Deadline for responses to questions	GHD will respond to all enquiries no later than 23:59 AEDT (Canberra) Tuesday, 21 February 2023 (7 days prior to the submission deadline)
Proposal submission deadline	23:59 AEDT (Canberra) Tuesday, 28 February 2023
Offer made to preferred applicants to move to stage 2 (co-design process commences)	31 March 2023
Stage 2: Co-design process including meeting due diligence requirements	April, May and June 2023
Stage 3: Program implementation of Team Up: <i>Sport for Development Partnerships (Pacific) 2023-2025</i> commences	1 July 2023
Reportable period of Team Up: <i>Sport for Development Partnerships (Pacific) 2023-2025</i> ends	1 July 2023 - 30 June 2025
Spent funds acquitted to GHD. Final activity outcomes and achievements reported for <i>Team Up: Sport for Development Partnerships (Pacific) 2023-2025</i>	15 August 2025

### Enquiries

- Any enquiries that you may have concerning this application must be submitted in writing to the GHD contact person in Section 9 no later than 23:59 AEDT (Canberra) Tuesday 14 February 2023 (14 days prior to the submission deadline).
- GHD will respond to all enquiries no later than, 23:59 AEDT (Canberra) Tuesday 21 February 2023 (7 days prior to the submission deadline).
- GHD will provide answers to all applicants via email correspondence (without identifying the organisations which submitted the enquiries).

### 5.2 Deadline for proposal submission

33. The deadline for proposal submission is 23:59 AEDT (Canberra) on Tuesday 28 February 2023.

### 5.3 Conformance check

34. Proposals received by the deadline will first be checked to be conforming bids by GHD to ensure the organisation/s and proposed project meet the eligibility criteria required. At GHD's sole discretion, those proposals deemed nonconforming will be excluded, and those applicants will be advised by GHD at this stage.

35. GHD may seek clarification from organisations if required. However, organisations will not be able to submit new information or material.

## 5.4 Shortlisting proposals

36. Conforming proposals will be assessed by a panel comprising at least one (1) GHD and at least one (1) DFAT member and may be assessed by other Australian Government employees and/or industry experts.
37. The panel will assess proposals against the selection criteria given in section 6, and give each proposal a score out of 100.

## 5.5 Debriefing of applicants

38. Applicants are entitled to request a written debriefing on the results of the assessment of their proposals once a funding agreement has been signed with the successful applicant(s). This debriefing will provide information on scores achieved against individual criterion and comments from the panel.
39. GHD will not enter into discussion or communications on the content of the debrief once it has been issued.

## 5.6 Complaints

40. DFAT's Complaints Handling Procedures relating to procurement will apply:  
<https://dfat.gov.au/about-us/publications/Pages/complaints-handling-procedures-procurement.aspx>

# 6. Assessment

## 6.1 Assessment outcome

41. Through this process, GHD shall select a number of proposals to move to Stage 2 of Team Up: Sport for Development Partnerships (Pacific) 2023-2025.
42. There is no guarantee a partnership chosen for Stage 2 will move to Stage 3.
43. In order to ensure robust applications, DFAT and GHD reserve the right to negotiate with applicants and partnerships.

## 6.2 Selection criteria

44. Proposals will be assessed based on the following table.

Table 2: Selection criteria

Part	Selection Criteria	Weighting	Leading Questions
<b>Governance and Capability Statement</b>		<b>30%</b>	
B	Governance and management arrangements	10%	Show the governance structure of lead partner organisation. <ul style="list-style-type: none"> <li>• Attach board/management diagram</li> </ul>

Part	Selection Criteria	Weighting	Leading Questions
			<p>Show the governance structure of partner organisation(s).</p> <ul style="list-style-type: none"> <li>• Attach board/management diagram</li> </ul> <p>Describe the management structure for the purposes of this partnership outlining the roles and responsibilities of each organisation in the proposal.</p> <ul style="list-style-type: none"> <li>• Demonstrate how the partnership will be managed</li> </ul>
B	Capability statement	20%	<p>Demonstrate the partnership's experience in delivering sport for development programs within the target country, highlighting gender and socially inclusive approaches (disability inclusion).</p> <p>What is the rationale for selecting the partners and what is the added value of each partner organisation to efficiently and effectively deliver outcomes?</p> <p>Past performance - previous project statements: Attach one (1) page description of the most relevant examples from each partner organisation.</p>
<b>Program Details</b>		<b>50%</b>	
C	Summary of the proposed program	10%	<p>Provide a brief summary of your proposed program.</p> <ul style="list-style-type: none"> <li>• Describe the program goal, objectives, the intended outcomes and who will benefit.</li> <li>• Describe your general approach to implementing the program and the changes your program is intending to achieve.</li> </ul>
C	Situational analysis, rationale and risks for the program	10%	<p>Describe the target group(s) who would benefit from this program and the barriers and challenges they face.</p> <p>What specifically will this program do to support the target group(s) to address the identified barriers and challenges they face?</p> <p>Why do you think this approach will be effective?</p> <p>How will sport be used to help deliver the changes you are seeking to bring about?</p> <p>Why is the proposal important at this time?</p> <p>What are the main risks to successful implementation and sustainability?</p>
C	Implementation and Sustainability	10%	<p>Sustainability strategy – how will the benefits of the program be sustained?</p> <p>Can the program be scaled up?</p> <p>Implementation phases and major tasks/activities</p> <p>What are lessons learnt from previous programs that can/will apply to this program?</p>
C	Monitoring and Evaluation	10%	<p>How will success be measured? What are the key performance indicators?</p>

Part	Selection Criteria	Weighting	Leading Questions
			<p>How will you ensure accountability for use of funds?</p> <p>How will you monitor program performance and results?</p> <p>How will you capture innovations and learning?</p>
C	Contributing to Team Up outcomes	10%	<p>How does it align and contribute to Team Up goal and outcomes (refer to page 1: Background of Team Up)?</p> <ul style="list-style-type: none"> <li>How does it address gender equality and or social inclusion (disability inclusion)?</li> <li>In what way will the program contribute to soft power and public diplomacy objectives?</li> </ul>
<b>Budget</b>		<b>20%</b>	
D	Value for Money	20%	<p>Achieving value with relevant money, taking into account the partnerships and activity effectiveness and cost analysis of the proposal.</p> <p>Recognising that to achieve value for money:</p> <ul style="list-style-type: none"> <li>the design and development approaches in a proposal must be effective.</li> <li>the costs are justified in regards to clearly defined results.</li> </ul>

45. Proposals will be assessed based on the following table:

Table 3: Selection criteria scoring scale

Score	Description
10	<b>Superior in meeting requirements:</b> Proposal is highly convincing and credible. Proposal demonstrates superior capabilities, capacity and experience relevant to, or understanding of, the requirements of the selection criteria. Comprehensively documented with all claims fully substantiated.
8-9	<b>Excellent in meeting requirements:</b> Proposal complies, is convincing and credible. Proposal demonstrates excellent capability, capacity and experience relevant to, or understanding of, the requirements of the selection criteria. Some minor lack of substantiation but the partnership's overall claims are supported.
6-7	<b>Adequate in meeting requirements:</b> Proposal complies and is credible but not completely convincing. Proposal demonstrates good capability, capacity and experience, relevant to, or understanding of, the requirements of the selection criteria. Partnership's claims have some gaps.
4-5	<b>Marginal - does not meet requirements but may be adaptable:</b> Proposal has minor omissions. Partnership demonstrates only a marginal capability, capacity and experience relevant to, or understanding of, the requirements of the selection criteria.
1-3	<b>Poor - does not meet requirements:</b> Proposal is unconvincing. Proposal has significant flaws in demonstrating the partnership's capability, capacity and experience to, or understanding of, the requirements of the selection criteria.

## 7. Proposal Format

46. Significant detail, within the prescribed word limits, should be included in the proposal.

## 8. Contractual, reporting and acquittal requirements

47. The successful partnership(s), once progressed to stage 3, will be engaged via a funding agreement between the lead organisation and GHD. Terms and conditions of the funding agreement is available [here](#).

## 9. Contact person

The contact person for this competitive grants process is:

Program Manager, Team Up, GHD

[teamup@ghd.com](mailto:teamup@ghd.com)