



TERMS OF REFERENCE (ToR) – MEAL Consultant with governance experience

▪ BACKGROUND

The adidas Foundation gGmbH, established in 2023 by adidas, is an independent non-profit entity dedicated to leveraging the transformational power of sport to tackle some of the world's most pressing social and environmental challenges. One of the ways we achieve this is by collaborating with like-minded partners globally, including nonprofit organizations. We support our partners through grants and capacity-sharing efforts, enabling all of us to carry out sport-based interventions with marginalized, under-resourced, and/or socio-economically challenged communities.

adidas Foundation's Monitoring, Evaluation, Accountability and Learning (MEAL) system is anchored in a results-based Input, Output, Outcome, and Outcome (IOOI) chain, proportionate MEAL requirements by different partnership types, a learning and adaptive management loop. We have a high commitment to accountability, participation, and GDPR-aligned data protection.

▪ PURPOSE

The adidas Foundation gGmbH aims to commission an individual consultant or a team of consultants to **support the development of its MEAL Standard Operating Procedures (SOPs) and Toolkits/Templates**. This assignment will help adidas Foundation to operationalize its MEAL Framework by translating its principles into actionable guidance and tools for staff and partners.

The consultant/s will provide support in three phases

- Desk research and inception phase,
 - SOP and tool development and revision
- 1) development of upskilling content.

1. SCOPE OF WORK

Phase 1: Desk Research and Inception

- **Review the MEAL Framework** to understand the Foundation's current MEAL architecture, including program TOCs, project logframes, partnership-specific MEAL requirements, and integrated data cycle. Include (internal) stakeholders to confirm relevance, urgency, and ownership of each item
- **Benchmark the Foundation's approach** against sector-specific actors through desk research and/or stakeholder interviews. Identify essential standards and practices to inform SOP design.



- **Create an Inception Report** including
 - An **overview of the standards, practices and learnings from the benchmarking** exercise
 - **A validation and prioritization of SOPs and toolkit topics.** Prioritize the SOPs by relevance and importance for adidas Foundation and give a clear recommendation which SOPs/Templates to develop first and why.
 - **Identification of additional suitable qualitative data collection methods** that could provide alternatives for quantitative information gathering depending on MEAL intensity levels and learning priorities. This includes determining when and how to use approaches like interviews, focus groups, participatory techniques, and other narrative-based approaches to generate meaningful insights.

Phase 2: SOP and Tool development and Revision

- **Identify suitable existing SOPs or develop new SOPs** that provide clear, actionable guidance on key MEAL functions **proportionate by partnership type** as well as guidance on when and how to apply them effectively.

SOPs additionally need to:

- be easy to understand and use
 - consider how to integrate a learning loop
 - consider safeguarding and GDPR/data protection topics
 - reflect best practices and be tailored to the Foundation's operational context
 - be designed in a way that technological advancements (such as AI, Satellite Data etc.) can be used/integrated whenever possible
- **Pilot and revise SOPs** through feedback loops with internal teams and selected partners. Ensure content is accessible, editable, and adaptable across partnership types.
- **Develop tools/templates** that support implementation of the revised SOPs. These should be practical, user-friendly, and adaptable across different partnership types. Tools could include:
 - MEAL plans and logframes
 - Evaluation guidelines and checklists
 - Organizational capacity self- assessment tool for grassroots organizations that run S4D projects
- **Phase 3: Development of upskilling content, final report**



- Develop upskilling content to upskill MEAL team and adidas foundation staff including if necessary training materials, facilitation guides, and support mechanisms to ensure effective adoption across teams and partners.
- Present a (short) final report summarizing the process, references used, grouping of the final tools, recommendations for next steps and learnings from the process

▪ **DELIVERABLES AND TIMELINE**

The consultancy is expected to start at the end of **January 2026**. The consultant is responsible for managing their internal workflow and ensure timely delivery of all outputs as outlined in the scope of work. For meetings with adidas Foundation staff or partners, the consultant will coordinate with a key contact.

- **Inception Report**
- **Feedback summary of Pilot Testing and Revision:** Documentation of pilot testing activities, including feedback from staff and partners, and recommendations for refinement.
- **Final MEAL SOPs and Toolkit:** *Revised and finalized SOPs and tools, incorporating feedback and ready for organization-wide rollout. Deliverables should be submitted in editable formats (e.g., Word, Excel) and PDF.*
- **Upskilling Plan:** including necessary training materials (e.g., slide decks, facilitation guides) and support mechanisms.
- **Final Report (max 10 pages).**

2. QUALIFICATIONS

The consultant or consultancy would be expected to demonstrate the following qualifications:

Essential

- More than 10 years proven experience in developing MEAL systems, SOPs, and toolkits for non-profit or foundation settings.
- Strong understanding of results-based management, learning loops, and adaptive management.
- Familiarity with sport-for-development or participatory MEAL approaches
- Familiarity with GDPR and ethical data management practices.
- Excellent communication skills and ability to produce clear, user-friendly documentation.



Preferable

- Experience facilitating co-design processes and engaging diverse stakeholders.
- Demonstrated ability to pilot, iterate, and refine tools based on user feedback.

3. PROPOSAL SUBMISSION

Proposals should be concise (maximum 4 pages, excluding annexes) and may include relevant annexes such as CVs, sample work, or references.

Proposals must be submitted through our Personio system.

In case of questions please contact impact@adidasfoundation.org

4. EVALUATION AND SELECTION

Proposals will be evaluated based on the individual consultants or consultancies' experience and qualifications in addition to the proposed approach, its methodology and cost-effectiveness.

Shortlisted candidates are planned to be contacted in December with interviews being scheduled for January.

The shortlisting and interview process (one round) will be conducted by members of the adidas Foundation team.

5. BUDGET

The total budget allocated for this consultancy is **up to €30,000**, inclusive of all applicable taxes and fees.

The budget should be reflected in the proposal, with a clear breakdown of costs. Cost-effectiveness will be a key criterion in the evaluation of proposals.

6. INTELLECTUAL PROPERTY AND CONFIDENTIALITY

All deliverables produced under this consultancy will be the property of adidas Foundation. The consultant will maintain confidentiality of all non-public information.

The consultant must comply with adidas Foundation's data protection standards, including GDPR-aligned practices, when handling any sensitive or personal data.

7. ANNEXES

Annex 1: Preliminary MEAL Framework

Adidas Foundations current preliminary MEAL Framework can be accessed here:

[MEAL_Framework](#)



Annex 2: List of potential SOP/ Templates

List of potential SOP/ Templates

(incomplete)

1. Data Collection Methods
2. Qualitative data collection guidance (e.g., interviews, focus groups, participatory)
3. Digital Data Quality Mechanism: designing processes within MEAL digital systems to ensure data quality (consistency, credibility, usability of data)
4. Data safeguarding, and GDPR compliance and Data security
5. Ethical considerations & consent for data collection and use
6. Data collection with children and vulnerable groups: "Do-no-harm" principles; safe engagement techniques
7. Project visits
8. Data quality assurance checks (DQA)
9. Third-party monitoring
10. External Evaluation & Evaluation Guidelines
11. Learning
12. Learning Event logic
13. Progress Report Reviews
14. Logframes