

TERMS OF REFERENCE: MENTORSHIP METHODOLOGY

Date effective: 23.06.26





1. Introduction & Context

Beyond providing strategic funding, the adidas Foundation offers **high-quality capacity-strengthening opportunities** to the partners it supports. As part of this approach, partners in the United by Sport (UbS) Program engage in a **Community of Practice (UbS CoP)**—a collaborative space designed to foster peer learning and strengthen organizations’ ability to use sport to challenge hate, discrimination, and exclusion in their communities.

In this context, the Foundation collaborates with expert consultants, facilitators, and organizations to **co-develop methodologies, training formats, and capacity-strengthening journeys** that respond to partners’ expressed needs. A core objective is to ensure that the knowledge generated through this work can be systematized and shared with other organizations in accessible formats.

This work centres on the **co-creation of a mentorship methodology** that enables **peer-to-peer learning** within the UbS Community of Practice.

The UbS CoP currently brings together **28 partner organizations** implementing sport-based programs in **28 countries worldwide**.¹ Partners have consistently expressed a strong interest in learning from one another—particularly through exchanges with peers in similar roles (e.g. coaches with coaches, program managers with program managers, M&E practitioners with M&E practitioners). What they value most is **honest, experience-based exchange**, rather than **top-down expertise or one-off advice**.

2. Objectives

The objective of this assignment is to co-develop a **mentorship methodology** for the UbS CoP that enables the adidas Foundation to design, implement, and manage a peer-based mentorship offer for its partners.

The methodology should provide a **clear yet flexible framework** for both **1:1 peer mentorship** and **collective mentorship formats**, and be designed for practical implementation by the Foundation team across diverse organizational contexts.

A further objective is to ensure that the methodology, tools, and learning generated through the mentorship experience can be **documented, adapted, and reused** in

¹ The list of projects can be found here: [United by Sport Partners](#) and information about the different projects can be found here: [United by Sport Projects](#)



future cycles of the UbS CoP and shared more broadly within the Foundation's capacity-strengthening work.

Success will be defined by the delivery of a usable, clearly documented mentorship methodology that the Foundation team can independently implement, adapt, and scale across future UbS CoP cycles.

3. Scope of Work

Together with the adidas Foundation, expert(s) will co-develop a mentorship methodology that provides a **clear yet lightweight structure** for peer learning within the UbS Community of Practice. The methodology should be grounded in principles of **mutual learning, non-hierarchical relationships, trust and openness, and practical relevance**, and be adaptable to diverse organizational contexts.

The scope of work includes the following components:

3.1 Mentorship Models

The methodology should cover:

- **1:1 peer mentorship** as the primary model, and
- **Collective mentorship formats** as a complementary approach.

For each model, the methodology should clearly articulate:

- What mentorship means within the UbS CoP, emphasizing **mutual learning rather than expert-novice dynamics**
- The roles and responsibilities of participants, designed to support **balanced, non-hierarchical relationships**

3.2 Mentorship Journey and Structure

The expert(s) will design a simple roadmap of participation for both mentorship models, covering:

- Onboarding, active mentorship, and offboarding phases
- Shared expectations and guidance to support **constructive, experience-based exchange**
- A small set of **shared rituals or touchpoints** (e.g. suggested meeting frequency, conversation prompts, reflection moments), providing structure without being prescriptive

3.3 Onboarding, Guidance, and Mediation Support



The methodology should include guidance or short trainings that help participants:

- Enter mentorship relationships with shared expectations
- Engage in **open, respectful, and balanced dialogue**
- Navigate challenges, including **mediation strategies** for cases where mentorship relationships are not successful or where conflict or disagreement arises

3.4 Safeguarding, Boundaries, and Power Dynamics

The methodology should include proportionate, values-based guidance on:

- Boundaries and ethical considerations within mentorship relationships
- Safeguarding responsibilities and escalation pathways
- Reflection on **power dynamics, diversity, and contextual sensitivities**, aligned with a peer-learning approach

3.5 Learning Capture, Reflection, and Sharing

The expert(s) will design **easy, low-burden ways** for participants to:

- Capture key learnings and reflect on progress
- Share relevant insights with the wider UbS CoP where appropriate
- Support light-touch reporting on the impact of the mentorship experience

Documentation and reporting requirements should be intentionally **simple and supportive**, avoiding unnecessary bureaucracy.


The expert(s) are expected to directly facilitate mentorship relationships and manage participant matching together with the adidas Foundation team at the beginning. This is part of a process to enable the adidas Foundation team to run the programme autonomously over time, with potential ad hoc support from the expert(s).

4. Profile of the Expert(s)

We are seeking an individual expert or expert team with the following profile:

Experience and expertise

- Demonstrated experience designing and implementing **peer mentorship programs**, preferably within civil society, sport-for-good, or adjacent sectors
- Proven experience in **capacity strengthening and/or professional development** in international or cross-cultural contexts

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- Deep understanding of **non-hierarchical, mutual learning models**, including how to help participants move away from traditional expert/novice dynamics
 - Experience working with grassroots or under-resourced organizations is an asset.

Design and delivery skills

- Strong skills in **instructional design for asynchronous learning**, including the ability to translate facilitated content into self-paced formats
- Experience designing content for **online learning platforms** (familiarity with Mighty or similar platforms is a plus)
- Comfort producing a range of learning materials, including **video scripts, written guides, and supporting documents** suitable for asynchronous use

Approach and values

- Ability to design **inclusive, participatory, and culturally competent mentorship structures** that work across different organizational sizes, geographies, and languages
- Familiarity with **light-touch documentation and learning capture approaches** that do not create unnecessary burden for participants

5. Key Responsibilities & Deliverables

The expert(s) will be responsible for the following:

Co-Design and Planning

- Leading the **co-creation of the mentorship methodology** and its full implementation roadmap together with the Foundation/Programs Team, grounded in the values and objectives outlined in this briefing
- Proposing a mentorship structure — including suggested matching criteria, relationship cadence, and shared rituals — as a **resource** to support the Foundation team, who will manage and run the matching process directly
- Designing the full **participant journey**, from onboarding to offboarding, including all key touchpoints

Asynchronous Onboarding Content

- Designing onboarding experiences in an **asynchronous format**, suitable for delivery via the Mighty platform and accessible across time zones



- Producing all necessary onboarding content assets, including:
 - Video scripts for recorded classes or presentations
 - Written support documents and guides accompanying each module
 - Additional materials (e.g. reflection prompts, conversation starters) that support shared expectations within mentorship relationships
- Ensuring onboarding content helps participants understand **peer-based mentorship within the UBS CoP** and actively unlearn hierarchical expert–novice assumptions

Mentorship Structure and Advisory Support

- Designing **shared rituals and touchpoints** that provide light structure without being prescriptive (e.g. suggested conversation frameworks, check-in prompts, reflection moments)
- Being available to the Foundation team in an **advisory capacity** during the first active mentorship period (expected to last 4 months), supporting troubleshooting and iterative refinement as the process is implemented. A weekly online meeting to discuss operations and feedback from users suffices.

Knowledge Capture, Community Learning, and MEAL

- Designing **simple, low-burden tools** that allow participants to capture key learnings, reflect on progress, and share relevant insights with the wider UBS CoP, including light-touch reporting
- Developing a written synthesis (in English) at the close of the mentorship cycle documenting key insights and lessons learned from the pilot, suitable for replication and external sharing
- Supporting the Foundation team to define a **small set of indicators** to assess the value and impact of the mentorship experience for participants

“Run the Program” Documentation

- Developing a comprehensive **internal methodology guide** functioning as a train-the-trainer resource, enabling any Foundation team member to independently set up, manage, and sustain the mentorship program
- The guide should cover: program rationale and values; step-by-step implementation guidance; matching process support tools; facilitation notes for any live touchpoints; and troubleshooting guidance



All materials must be developed in **American English** and delivered in **Word format** to enable translation into additional languages.

6. Content Use and Intellectual Property

All materials developed as part of this assignment — including tools, templates, guides, and synthesized knowledge products — will be governed by the following principles:

- The adidas Foundation retains the right to use, adapt, and share the outputs for non-commercial purposes, including learning, advocacy, and capacity-strengthening activities.
- Experts will be credited for their contribution where materials are shared externally.
- Any examples, quotes, or case material drawn from mentorship participants must be anonymized unless explicit consent is obtained.
- Any agreed limitations or special conditions regarding content reuse must be clearly defined upfront during the proposal or contracting phase.
- Experts are expected to ensure that all materials comply with copyright, data protection, ethical standards, and responsible use of AI. AI tools may be used to support drafting or analysis; however, experts remain fully accountable for accuracy, originality, and ethical compliance. Any use of AI-generated or AI-assisted content must be transparently disclosed.

7. Timeframe

The indicative timeframe² for this assignment is as follows:

- **12 July 2026:** Application deadline
- **13–17 July 2026:** Review, interviews and selection of expert(s)
- **20 July – 07 August 2026:** Contracting
- **10 August – 18 September 2026:** Development of the mentorship methodology
- **Peer mentorship matching:** September 21st – October 2nd 2026
- **Active mentorship phase:** October 2026 – January 2027
- **Reporting and synthesis:** February 2027

² Dates are indicative and may be adjusted in coordination with the Foundation to reflect the final methodology design and participant availability.



Experts are invited to propose a timeline that reflects the **natural arc of a mentorship relationship**, including time for co-design, content production, onboarding, active mentorship, and closure/reflection.

8. Budget

The indicative budget for this assignment is EUR 10,000.

The budget should be proportionate to the scope of work and reflect the time required for co-design, delivery, and documentation of the mentorship methodology.

The indicative budget is provided for guidance purposes only. Proposals with slightly higher or lower budgets will not be automatically excluded and will be assessed on a case-by-case basis, taking into account the proposed scope of work, approach, and coherence between activities, deliverables, and budget.

9. Proposal Requirements

Experts are invited to submit a proposal that includes:

- A brief understanding of the assignment and expected deliverables
- A clear approach to designing the mentorship methodology, including key principles and steps
- An indicative timeline, including the expected number of interactions with the adidas Foundation team
- A detailed budget breakdown
- CV(s) of the expert(s) and consultants involved
- Relevant portfolio materials or examples of similar work

Proposals should be **concise, focused, and grounded in practical experience**. The technical proposal should not exceed 8–10 pages, excluding CVs.

Proposals will be assessed primarily on:

- Alignment with the values and principles outlined in this briefing
- Demonstrated experience with **peer-based, non-hierarchical learning models**
- Clarity and feasibility of the proposed methodology

Visual design will not be a primary assessment criterion.



10. Proposal Submission

Please submit your proposal via Personio until July 12, 2026.

For any questions or requests for clarification, please contact: unitedbysports@adidasfoundation.org.

We kindly ask you to submit questions by July 8 so we can ensure all queries are answered in time for the deadline.