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Terms of Reference (ToR)

**Conducting Stakeholder Mapping and Rapid Assessment in Preparation
for the Rollout of the Meatless Monday Program in Eswatini and Lesotho**

Closing date: 13th of May 2026, 16h00: SAST

BID REFERENCE: CCI_MM 001

Note:

- Only email applications will be considered. All applicants must follow the instructions laid out below and submit applications to RFA@ccisa.org.za before the closing date and time indicated above.
- All applications and or enquiries must contain the **BID REFERENCE** in the subject line.

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INTRODUCTION AND BACKGROUND

Meatless Monday South Africa (MMSA) is a public health and sustainability initiative that encourages meat reduction, specifically at the individual and institutional levels. The programme advocates for the adoption of plant-based diets one day per week, on Mondays. MMSA is also a partner in the Global Expansion of Meatless Monday (GEMM) campaign which is led by the Johns Hopkins Centre for Communication Programs (JHUCCP) and implemented through the JHUCCP's sister organisations in the three countries – Ghana, Indonesia, and South Africa. Implemented by the Centre for Community Impact (CCI) in South Africa, MMSA is the South African branch of the popular global Meatless Monday movement which seeks to tackle the interrelated challenges posed by diet-related non-communicable diseases (NCDs), food insecurity and saving our planet.

The initiative aims to bridge the gap between scientific evidence and culturally relevant, feasible interventions that enable healthier dietary and food systems with reduced environmental impacts. Through advocacy, behaviour change communication, partnerships, and policy engagement, MMSA aims to shift consumption patterns, improve nutrition outcomes, and promote more resilient and equitable food systems. MMSA collaborates with government, civil society, academia, and the private sector to advance plant-forward food environments in schools, communities, and institutions. Its work is aligned with national and global priorities on public health, climate action, and sustainable development, positioning Meatless Monday as a scalable, low-cost intervention with high impact potential.

To date, CCI has successfully facilitated various key strategic interventions in South Africa, and these include (but are not limited to), comprehensive stakeholder mapping, landscape analysis, consultative sessions with key stakeholders that were identified through the stakeholder mapping activity. In South Africa, the programme implementation site for the MMSA programmatic interventions is the City of Johannesburg. In this project site, CCI has cultivated strategic collaborative partnerships and engagements with local farmers, schools, local chefs, and key government departments. Additionally, CCI has facilitated various engagements with the University of Johannesburg, with the aim of launching a carefully designed MM campaign for the campus community. Through the Peer Learning Assist programme, CCI closely collaborates with the Ghana and Indonesia country programs. This process facilitates shared learning and documentation of best practice interventions within the three countries.

Based on the successful outcomes of CCI's programme in South Africa, as well as the emerging lessons from the Peer Learning Assist programme, CCI will facilitate a strategic rollout of the Meatless Monday campaign into two neighbouring countries, namely Eswatini and Lesotho. These two countries have been proposed as strategic investment sites because of various reasons, including (but not limited to), sharing borders with South Africa, sharing a similar socio-cultural context and food consumption behaviours, similar health profiles and environmental trends, as well as population mobility across the country borders between South Africa and Eswatini, and between South Africa and Lesotho. The implementation period for MM programme activities in these two countries is expected to cover a period of 2 and-a-half years, subject to finalization of contractual arrangements between the main donor and the Johns Hopkins University (JHU), as well as the sub-agreement between CCI and JHU.

PURPOSE OF CONSULTANCY

The objective of this consultancy is to conduct a rapid assessment of the local contexts in the two countries as well as a stakeholder mapping activity, with the aim to provide clear evidence in order to inform the implementation of Meatless Monday campaigns in Eswatini and Lesotho.

OBJECTIVES

- To map existing meat reduction, plant-forward or nutrition and agricultural initiatives operating in Eswatini and Lesotho.
- To identify key stakeholders and existing initiatives in plant-based diets and meat reduction.
- To review existing diet consumption data, public health statistics (especially NCD prevalence and obesity) and agricultural food production reports in both countries.
- To provide clear recommendations to CCI in order to co-create and develop the MM locally relevant implementation strategy through participatory engagements.

SCOPE OF WORK AND KEY DELIVERABLES

The consultant will be responsible to deliver Meatless Monday packages in Eswatini and Lesotho on the following:

- 1) Review existing dietary consumption data, public health statistics, and agricultural production reports in the two countries.
- 2) Compile and integrate research on meat consumption patterns, cultural attitudes and perceptions towards plant-based diets and barriers and enablers to dietary change.
- 3) Review existing country specific reports on the analysis of the links between diet related non-communicable diseases (NCDs), food security and nutrition outcomes and environmental and climate considerations.
- 4) Analyse national and provincial (regional, in the case of Eswatini, which is divided into four regions – Hhohho, Manzini, Shiselweni, and Lubulini) policies related to nutrition and public health, agriculture and food systems, climate change and sustainability.
- 5) Identify policy gaps (if applicable), opportunities and strategic entry points for Meatless Monday advocacy.
- 6) Map existing meat reduction and plant-based initiatives in both countries.
- 7) Identify key stakeholders from government, health and agricultural ministries, academia and research institutions, civil society organisations and NGOs, media and communication platforms, advocacy groups, food group industries, faith-based organisations and community leaders, and influential individuals and champions.
- 8) Assess stakeholder influence, interest and roles in campaign implementation.
- 9) Design and facilitate in-person a 2-day/ 3-day multi-stakeholder workshops (one per country) for validating assessment findings, identify priorities and opportunities and co-create strategic directions of the campaign in Eswatini and Lesotho.
- 10) Document key insights, commitments and opportunities for collaboration between SA, Eswatini, and Lesotho.
- 11) Define strategic pillars on key focus areas for public nutrition and awareness, behaviour change and media marketing, policy and advocacy, institutional adoption and community engagement and grassroots mobilisation.
- 12) Develop MM campaign strategies (Advocacy strategy, community engagement strategy and communication framework and MM implementation plan).

TIMELINES

The consultant is expected to deliver on the following:

1. Inception Report and Activity Plan **(22 May 2026)**

2. Draft 0 - Stakeholder mapping and landscaping report. **(30 August 2026)**
3. Multi-stakeholder workshop report **(15 October 2026)**
4. Final draft Mapping reports, and Landscape Analysis Reports **(30 November 2026)**

CONSULTANCY DURATION

- The consultancy is expected to run for a period of at least 75 non-consecutive days from the **15th of May 2026 to the 30th of November 2026**. The implementation plan from the consultant will be assessed and reviewed for practicality. This consultancy will be self-paced in line with the timelines above.

LOGISTICS AND REPORTING

- The consultant will be responsible for making their travel and accommodation arrangements for the field data collection phase of this technical assignment.
- CCI will be responsible for the logistics of the validation workshops – i.e., venue hire, refreshments, and transport for meeting participants.
- The consultant will also work closely with country-level partners in Eswatini and Lesotho and relevant stakeholders identified during the stakeholder mapping process.

REPORTING AND SUPERVISION

- Daily supervision of the consultant will be done by CCI's Project Specialist, whilst the CEO will hold the consultant accountable for the overall key deliverables from this technical consultancy.

REQUIRED QUALIFICATIONS AND EXPERIENCE

The Independent Consultant should have the following minimum qualifications and experience:

- Minimum Master's Degree in Social Sciences, Development Studies, Public Health, Social Work or related field.
- Minimum 10 years of proven experience facilitating social cohesion, campaigns or any developmental projects.
- Demonstrated experience of conducting stakeholder mapping and situational analysis for public health and/or social development programmes.
- Experience working with community structures, civil society, and community platforms.
- Have strong inter-personal communication skills.
- Have excellent participatory training, presentation, facilitation, writing and communication skills.

PROPOSAL SUBMISSION REQUIREMENTS

Interested applicants are invited to submit a proposal consisting of all administrative requirements **(see annexures required)** including the following:

- Technical proposal (max 3 pages) outlining the applicant's understanding of the assignment, proposed methodology and technical approach – including data collection tools and data analysis method. Include a high-level work plan and timeline detailing key activities and deliverables.
- Detailed CV (Not more than 4 pages)
- List of previous similar work conducted.
- A detailed quotation that includes the total fees, inclusive of any travel, accommodation, communication (including data or other information technology (IT) costs) etc.

EVALUATION PROCESS AND CRITERIA

- The evaluation of submissions will be managed by CCI and the appointment of the successful service provider by CCI. The evaluation process will be conducted according to the following stages:

THE FIRST STAGE:

- This stage assesses compliance with **Administrative Requirements**.
- All applicants **MUST** submit all the mandatory documents below and all **LABELLED** as indicated in Table 1 below.
- Applicants who fail to submit the administrative requirements will not be evaluated further.

THE SECOND STAGE:

- This stage of the evaluation process assesses **Technical Evaluation**, focusing on the ability to fulfil the requirements based on the scope of work (Proposal quality, experience, and methodology).

THE THIRD STAGE:

- This final stage will evaluate the cost-effectiveness and value for money aspects of all proposals. Professional fees should be within the available budget for the activity. Proposals will be scored, within effectiveness and efficiency of the cheapest maximum score and highest technical quality.
- NOTE:** *CCI is not obligated to prioritise costing over technical integrity of the applicant, and as such will not automatically select the lowest application.*

Table 2: SCORING MATRIX

SCORING MATRIX	
Technical Evaluation Score	60%
Price	40%
TOTAL	100%

THE FIRST STAGE: ADMINISTRATIVE REQUIREMENTS

Applicants **MUST** submit all the mandatory documents below and all **LABELLED** as indicated in Table 1 below. Applicants that fail to submit the administrative requirements will not be evaluated further.

ANNEXTURE	DESCRIPTION
Annexure 1 *	Motivation / Cover Letter – This must show understanding of the assignment and interest in supporting this activity.
Annexure 2 *	Declaration of Interest - A declaration confirming the absence of any Conflict of Interest (COI); or alternatively a declaration stating any existing relationship with CCI employees or Directors. (Refer to COI Form to be completed).
Annexure 3 *	Technical Proposal (Outlining methodology and technical approach as guided by the scope of work, 3-pages.)
Annexure 4 *	Implementation plan with realistic deliverables and timelines – 1 page.
Annexure 5 *	Three (3) Reference Letters on similar work (within the last 5 to 10 years).
Annexure 6 *	Detailed cost proposal (Professional fees including travel, accommodation, communication and additional training aides) – 1 page. Refer to the Pricing schedule template in the following section.

Please note:

- i. Documents marked with asterisk* are **MANDATORY**.

THE SECOND STAGE: TECHNICAL EVALUATION SCORING MATRIX

CRITERIA	DESCRIPTION	SCORE WEIGHTING
Motivation / Cover Letter	Motivation letter with full contact details, dated, and signed (10 points).	10
Technical Proposal	Detailed proposal and description of the technical approach and methodology in the proposal and clear demonstration of the scope of work (40 points). - Technical Approach (15 points) - Methodology (15) - Scope of Work (10)	40
Technical Expertise	Curriculum Vitae (CV) of the Consultant The CV demonstrates the technical capabilities of the consultant to deliver the required scope of work. Experience is demonstrated and applicable to the required need. (10 points)	10
Past and or present Project list	• Evidence of relevant experience within the past 5 to 10 years in the relevant field. (10 points) • Three (3) Reference Letters on similar work (within the last 5 to 10 years) submitted. (10 points)	20
Implementation Plan	Implementation plan is detailed and demonstrates a clear understanding of the scope of work with realistic deliverables and applicable timelines. (20 points)	20
TOTAL		100
TOTAL TECHNICAL EVALUATION TO BE AVERAGED OUT OF 80%		

THE THIRD STAGE: PRICE EVALUATION

Applicants who have successfully met all the administrative and technical evaluations on stage 1 and stage 2 will be further evaluated in stage 3 (Price).

PRICE	SCORE (MAX 40%)
Shortlisted applicants demonstrate exceptional capability to meet the requirement supported by evidence will be assessed with the Point System. A maximum of 40 points is allocated for price on the following basis: PRICE EVALUATION ASSESSMENT - The calculation formula for price points will be conducted as follows: $PS = (P_{min}/P_t) \times P$ Where: - PS = Price Score	40%

- Pt = Price of the applicants/offer under evaluation - Pmin = Lowest acceptable offer. - o Points scored will be rounded off to the nearest 2 decimal places - P = Maximum points Example - P = Maximum points to be obtained is 80. - Pt = Price of the tender/offer under evaluation, for example ABC Inc. quoted R520 000.00. - Pmin = Price of lowest acceptable tender/offer, for example Jane Wesson Inc. quoted R430 000. PS = (430 000/520 000) X 80 PS = 66.15 scored out of 80 for ABC Inc.	
TOTAL PRICING SCORE OUT OF 40%	40%

APPLICATION INSTRUCTIONS

All applicants are required to:

- Only email-submitted applications will be considered.
- Mark their applications with “ **Meatless Monday Consultancy - BID Reference Number**” in the email subject line.
- Should the application submission be too big for one email, applicants must submit batches as detailed below until all batches are submitted:
 - “Batch 1 - Application – **Meatless Monday Consultancy – BID Reference Number**”
 - “Batch 2 - Application – **Meatless Monday Consultancy – BID Reference Number**”

KEY DATES

The deadline for the submission of a fully completed application, including all relevant attachments, is the **13th of May 2026 (16h00: SAST)**.

NOTE: Should you not hear back from us within two weeks after the closing date, please consider your application unsuccessful.