

TERMS OF REFERENCE

VET4JOB-II - Short-Term Expert(s) to prepare and facilitate a Team Retreat

1. THE ROLE

Type of contract: Short-term expert(s)

Estimated assignment period: From 20/04/2026 to 30/05/2026

Location: Preparation work remote and Retreat location *TBD in Türkiye*

2. EXPERTISE FRANCE

Expertise France is France's public agency and interministerial actor in charge of international technical cooperation, the second-largest in Europe. As a subsidiary of Agence Française de Développement Group (AFD Group), it designs and implements projects that sustainably strengthen public policies in developing and emerging countries. Expertise France works in key areas of development: governance, security, climate change, health, education, and more. Alongside its partners, it contributes to achieving the Sustainable Development Goals (SDGs).

3. THE PROJECT

Since March 1st, 2024, Expertise France is implementing Phase II of its ÎMEP/VET4JOB programme, entitled "*Improving the employment prospects for the refugees and host communities by high-quality VET and apprenticeship in Türkiye*", in partnership with EDUSER. Phase II, which will be implemented until 01.12.2028, will be the continuation of the VET4JOB I programme which has been implemented since 01.01.2020.

The ÎMEP/VET4JOB programme, funded by the Delegation of the European Union to Türkiye, is supporting the development of skills for refugees and host communities in Türkiye, for both adults and adolescents, through high-quality vocational training and apprenticeship training, in line with the needs of the labour market.

The ÎMEP/VET4JOB programme aims to (i) increase the demand and access of refugee and Turkish youth (14-22) and vulnerable adults to high-quality apprenticeship training, vocational training, and guidance services; (ii) support the fight against child labour; and (iii) increase social cohesion between refugees and host communities.

Overall, the ÎMEP/VET4JOB Phase II will aim to enhance livelihood opportunities to refugees and communities in Türkiye.

4. DESCRIPTION OF THE TASKS

Background

The programme has recently undergone internal reviews and restructuring to enhance efficiency and strengthen delivery. As it moves into a more intensive implementation phase, reinforcing collaboration, alignment, and staff engagement across all teams is essential. A three-day retreat will provide a structured space for reflection, dialogue, and team building, enabling staff to reconnect, build team spirit, share experiences, and develop actionable recommendations for programme improvement.

Programme Structure:

- Central Team (Ankara): Operations Department (Procurement and Finance) and Programmatic Department (Programme Implementation, Communication, Monitoring & Evaluation).

- Regional Team: 7 Regional Coordinators (RCs) and 21 Institutional Coordinators (ICs) supporting field-level activities.

Objective of the retreat

The retreat aims to enhance team cohesion and improve programme implementation through shared reflection, open dialogue, and collective problem-solving. It should strengthen trust, collaboration, and communication across all teams by providing a safe, structured space for staff to share feedback and ideas.

Methodology

The consultancy will adopt a participatory and evidence-based approach. It will begin with a briefing session involving the Programme's management and 6 key staff members (one from each unit including one representative from RCs and ICs). Insights from this session and findings of the internal reviews will inform the development of a framing note, ensuring alignment between the Programme's objectives and the consultant's understanding.

The retreat itself will be participatory, inclusive, and interactive, combining:

- Team-building exercises to strengthen collaboration and trust
- Icebreakers and energizers to engage participants and build rapport
- Small group discussions and facilitated reflection sessions to explore operational realities and challenges
- Problem-solving activities to generate actionable recommendations
- Feedback collection tools, including anonymous options if needed, to ensure all voices are heard

The retreat will be guided by the following principles:

- Inclusiveness and equal participation for all staff
- Open, respectful, and constructive dialogue
- Learning from experiences and field realities
- Solution-oriented discussions focused on practical improvements

Expected Results

By the end of the retreat, strengthened relationships and trust across the programme; staff feel empowered to provide feedback and recommendations; key operational challenges are openly discussed; concrete, actionable recommendations for improving teamwork and programme efficiency are documented; improved communication and collaboration between Ankara and field teams.

Participants

Day 1 – Ankara Team Only: Core programme staff.

Focus: Reflect on internal team dynamics and prepare facilitation approaches for the full-team retreat.

Days 2–3 – Full Programme Team: Ankara core team, 21 Institutional Coordinators, 7 Regional Coordinators (~45 participants). Focus: Build trust, share experiences, and collectively identify improvement opportunities.

Deliverables

1. Framing note
2. Retreat programme with key activities and materials.
3. Retreat summary capturing key reflections and discussions.
4. Documented set of practical recommendations for programme improvement including prioritized areas for strengthening coordination, communication, and teamwork.

Timeline

Phase	Activities	Duration	Tentative Timeline
1. Preparation & Briefing	- Briefing with Programme management and two staff- Review programme documents - Develop framing note aligned with programme objectives	2 days	23/04/2026 – 24/04/2026
2. Retreat Programme Design	- Develop detailed retreat agenda, incorporate Programme’s feedback - Prepare materials for team-building exercises, discussions, and workshops	5 days	27/04/2026 – 01/05/2026
3. Retreat Facilitation	- Day 1: Ankara core team reflection and preparation- Days 2–3: Full programme team retreat (Ankara core + 21 Institutional Coordinators + 7 Regional Coordinators)- Team-building, icebreakers, small group discussions, problem-solving workshops	3 days	05/05/2026 – 07/05/2026 (tentative)
4. Documentation & Reporting	- Draft retreat summary capturing reflections and feedback- Document practical recommendations and prioritized action points- Submit final retreat report	2 days	08/05/2026 – 10/05/2026
5. Review & Submission	- Incorporate any management feedback- Finalize retreat report and recommendations	2 days	11/05/2026 – 12/05/2026

Logistics

Venue booking, travel arrangements, accommodation will be managed by the Programme. Duration: 3 days, in-person tentatively early May.

5. REQUESTED PROFILE

- Advanced degree in Organizational Development, Human Resources, or related field;
- Minimum 10 years of experience in team retreats, organizational change, or HR advisory;
- Experience in international development contexts;
- Strong facilitation, communication, and report-writing skills.
- Fluency in **English** and **Turkish** is **mandatory**,
- Highest demonstrable professional skills on:
 - Inter-cultural communication
 - Teamwork
- Computer skills: knowledge of office software packages (MS Word, Excel, etc.)

6. APPLICATIONS

Deadline for submission of applications: 19.04.2026

- A **CV(s)**
- A **financial offer** (Daily fees excluding travel and accommodation) and a short **technical offer** (Describe your vision for this retreat in **a maximum one-page** document)
- A **portfolio** of similar retreat facilitations.

7. SELECTION PROCESS

Incomplete applications will not be considered.
Only shortlisted applicants will be contacted.