

TERMS OF REFERENCE

I. General Information

Title of the Services	Terms of Reference (ToR) for HR consultancy services
Country	Türkiye
Programme	Vocational Education and Training Programme for Employment (VET4JOB II)

II. Background and Context

About Expertise France

Expertise France is the French public agency for international cooperation, which implements projects aligned with Sustainable Development Goals (SDGs) and France's external action priorities. Expertise France's core mission is to support partner countries in enhancing the quality of their public policies to tackle complex environmental, social, economic, and security challenges. Key areas of Expertise France's focus include:

- Democratic, economic, and financial governance,
- Stability, international security, and peace,
- Sustainable development, climate, and agriculture, and
- Health and human development.

About the VET4JOB II Programme

The VET4JOB II programme, funded by the European Union Delegation to Türkiye, aims to support skills development for refugees and host communities in Türkiye. The programme provides vocational and apprenticeship training to adults and adolescents in 14 target provinces (Adana, Ankara, Bursa, Gaziantep, Hatay, İstanbul, İzmir, Kahramanmaraş, Kayseri, Kocaeli, Konya, Mersin, Osmaniye, and Şanlıurfa) to improve employment prospects in line with labour market demands.

Scope of Activity

To ensure a supportive and effective human resources environment within the VET4JOB II programme, there is a need to establish a comprehensive HR policy and to review current HR practices through a professional audit. This aims to promote fairness, inclusion, legal compliance, and performance excellence within the programme team.

The VET4JOB Phase II programme is built on a team structure organized into two interconnected levels:

1. Central Team (based in Ankara):
The central team is composed of two main departments:

- Operations Department:
Includes a Procurement Division (responsible for acquiring resources) and a Finance Division (in charge of financial operations).
 - Programmatic Department:
Includes a Programme Implementation Division (responsible for executing the programme components), a Communication Division (ensuring awareness raising and visibility), and a Monitoring and Evaluation Division (to effectively track results and impact).
2. Regional Team:
- The regional structure includes 7 Regional Coordinators who serve as the programme's local representatives, ensuring communication, coordination, and alignment of activities with the programme's strategic objectives across the provinces.
 - They are supported by 18 Institutional Coordinators, who work in close coordination with vocational training institutions to assist in the effective implementation of field-level activities.

III. Description of Services

The HR Consultant will be responsible for delivering two interrelated services:

1. **Developing a comprehensive HR Policy for VET4JOB II:**
 - Lead a participatory process involving internal consultations with programme staff to identify current expectations, challenges, and good practices.
 - Design an inclusive, clear, and context-appropriate HR policy aligned with Turkish labor laws, international labor standards, and Expertise France policies.
 - Integrate feedback from management and staff into the final draft of the policy.
 - Topics to be covered may include (but are not limited to): recruitment, onboarding, performance management, grievance handling, leave and benefits, training, and disciplinary procedures.
2. **Conducting an HR audit and providing recommendations:**
 - Perform a comprehensive review of current HR systems, practices, contracts, and staff documentation used in the VET4JOB II programme.
 - Identify strengths, weaknesses, gaps and risks.
 - Provide actionable recommendations to the programme management to enhance HR practices, efficiency, and staff satisfaction.

IV. Other Provisions

Methodology

The consultant is expected to use a participatory and evidence-based approach, including:

- Inception meeting with management
- Quick desk review of existing HR documentation.
- Semi-structured interviews and focus group discussions with staff and management.
- Benchmarking against relevant HR standards and policies.
- Iterative feedback loops during policy development.

Reporting Line

The HR Consultant will report to the management team of VET4JOB II and coordinate closely with the Programme's HR Focal Point of Expertise France Türkiye. All deliverables will be reviewed and approved by Expertise France.

Deliverables

- Inception Report (including methodology, tools, and work plan).
- Stakeholder Consultation Summary.
- Draft HR Policy.
- Final HR Policy (incorporating feedback).
- HR Audit Report (with findings, gap analysis, and recommendations).

V. Duration

The contract comes into force on its award date and ends at 30.09.2025. The assignment is expected to be carried out over a period of two and a half (2.5) months, starting from the date of contract signature.

VI. Required Technical and professional Capacity

Qualifications:

- Advanced degree in Human Resources Management, Organizational Development, Business Administration, or a related field.

Experience:

- At least 7 years of professional experience in HR policy design and implementation.
- Proven experience in conducting HR audits and advisory work in international development or INGO contexts.
- Familiarity with Turkish labor law and international labor standards.
- Demonstrated experience in conducting inclusive staff consultations and workshops.
- Excellent reporting and communication skills in English (knowledge of Turkish is an asset).

VII. Application Process and Eligibility

Interested companies/individuals are invited to submit a proposal, which should include the following:

- **A two-pager technical proposal** detailing the methodology and work plan.
- **A one-pager financial proposal** outlining the cost structure.
- **Relevant past experience and references** demonstrating previous work in similar projects.

VIII. Contracting and payment schedule

Expertise France will issue the contract in Euros (€), and payments will be made to the contractor upon submission of a valid fiscal invoice in Euros.

The payment will be done upon validation of deliverables, as follows:

Deliverable	Description	Payment
Inception Report	Methodology, tools, and work plan for the HR policy and HR audit	50% of total amount
Draft HR Policy	Initial version of the HR Policy, developed based on consultations	
Final HR Policy and HR Audit Report	Finalized HR Policy (with feedback incorporated) and comprehensive HR audit report with recommendations for improvement	50% of total amount

We hereby commit to adhering to the provisions outlined in this Terms of Reference and to delivering the services mentioned above.

Name of the Firm	
Name of the Authorized Person	
Title of the Authorized Person	
Signature	
Stamp	
Date	