

REPLAY

TERMS OF REFERENCE

Consultant

Incubation manager

Position: Incubator manager/self-employed individual

Country of affectation: Italy

Service Duration: 6 months

Estimated number of days : 80 days

Background:

PLAY International is a secular and apolitical French NGO founded in 1999. Its main objective is to promote sport and play as tools to educate, include, and empower youth and children.

Since establishment, PLAY International has deployed sports programs across more than 20 countries for the benefit of over one million children.

Today, PLAY International has 7 structuring missions locally registered in France, Kosovo, Senegal, Burundi, the Comoros Islands, DCR and Rwanda, and promising perspectives to scale up at local and international levels.

PLAY International uses innovative and participative sport methods to support inclusive and quality education and foster social inclusion.

Project Context

REPLAY (Refugees Play United) is a pilot project funded by the European Commission and led by PLAY International in partnership with Liberi Nantes and Sport and Citizenship. The project aims to facilitate access to sport for young refugees by supporting sports clubs in becoming inclusive and welcoming environments.

The first phase of the project focused on co-developing and testing educational tools to support refugee inclusion with Liberi Nantes' training team.

The next phase (September 2025 – March 2026) will consist in incubating five sports clubs in Italy that have limited or no experience with refugee inclusion, to help them structure and implement inclusive practices.

Objective



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The objective of this consultancy is to coordinate and lead the incubation of five selected sports clubs in Italy, supporting their transformation into inclusive environments for young refugees.

The consultant will implement a participatory methodology to guide each club through a learning and action process, deliver training and facilitate exchanges, and support the integration of REPLAY pedagogical tools. As this is a pilot project, the incubation methodology and tools are still under development, and the consultant is expected to actively contribute to their testing, adaptation, and improvement throughout the process.

Scope of work and tentative work calendar

The consultant is expected to complete the following tasks and submit deliverables in line with the work calendar in the table below:

#	TASK	DELIVERABLE	ESTIMATED WORKLOAD (DAYS)	DELIVERY DATE
1	Club Diagnosis	Description: Finalise and consolidate the diagnostic phase with each of the 5 incubated clubs. This may include developing, adapting, or refining diagnostic tools and methods to effectively assess each club's needs, barriers to inclusion, and readiness for incubation. Deliverable: 5 updated diagnostic notes (one per club), including needs assessment, barriers to inclusion, and tailored incubation support plan.	5	October 25
2	Bootcamp	Description: Support the organization and the facilitation of a 3-day launch Bootcamp gathering all clubs Deliverable: Bootcamp report including agenda, facilitation tools, participant list, summary of key learnings, and participant feedbacks.	5	October 25
3	Capacity building	Description: Provide consistent support to the 5 incubated clubs over 6 months, helping them apply inclusive practices, test REPLAY tools, and build local collaborations. The consultant	30	Ongoing



		will deliver this support through a combination of online and in-person activities, ensuring continuous operational follow-up and structured reporting. Deliverable: 1 monthly report per club, which will include: 1. Activities conducted and milestones reached 2. Use and adaptation of REPLAY educational tools 3. Identified challenges or needs for further support 4. Collaborations initiated with local actors		
4	Online training	Description: Identify and coordinate external experts to design and deliver 3 online workshops on targeted themes based on the clubs' needs (e.g., childhood safeguarding, fundraising...). The consultant will manage the logistics and ensure smooth delivery of these sessions. Deliverable: 3 online training reports, each including session plan, facilitation materials, attendance list, and summary notes.	5	Ongoing
5	Incubation methodology	Description: The consultant will contribute to the documentation, structuring, and continuous improvement of the REPLAY incubation model. Given that this is a pilot project, the consultant will play a key role in creating, adapting, and refining incubation tools throughout the incubation phase based on real-time feedback and evolving needs of the clubs. This includes analyzing existing tools and approaches, identifying areas for improvement, and proposing recommendations to enhance the model for future replications.	20	October 25, December 25 and February 26

		Deliverables: 1 initial analysis report : A mapping and critical review of existing incubation and educational tools used during the REPLAY project. The report should assess the relevance, usability, and alignment of tools with the clubs' needs at the start of the incubation phase. 1 proposal for tool improvement and completion : A mid-term deliverable presenting proposed improvements or additions to the toolkit. This should include identified gaps, tool adaptation needs based on field experience, and suggestions for new tools or formats. The proposal may include draft templates or outlines of missing resources. 1 Final Methodology Note A comprehensive document synthesizing the consultant's contribution to the incubation process. It should include: • A description of the overall incubation approach • A step-by-step breakdown of the phases and milestones • Examples of good practices and implementation insights • Lessons learned and recommendations for replication in other contexts feedback.		
6	Closing event	Description: Organise and lead a final in-person closing and capitalization event with the 5 clubs and partners.	5	March 26

		Deliverable: Closing event report, including agenda, facilitation materials, quotes/testimonies, key takeaways, and recommendations.		
7	Reporting and communication	Description: Produce monthly updates and contribute to REPLAY communication and advocacy efforts. Deliverable: 6 monthly activity reports (max. 2 pages each), and 5 communication deliverables (e.g., success stories, short interviews, or club portraits for dissemination).	10	Monthly until March 26

Duration, Location, Expenses and Price

The consultancy will run from early September 2025 to early March 2026, for a total of 80 working days, with an expected rhythm of approximately 3 days per week. This rhythm may vary depending on activity peaks throughout the incubation process.

The consultant will be based in Rome, Italy, with potential travel within Italy to meet with clubs and stakeholders. As PLAY International's sole representative in the country, the consultant will operate autonomously on the ground and coordinate remotely with the project manager and wider team.

All deliverables must be completed within the contractual timeframe. In the event of unforeseen delays (e.g. force majeure or project-related changes), the contract period may be extended under the same terms, by mutual agreement between both parties.

PRICE:

The price, expressed in euros, shall be regarded as the total fixed price and in particular shall include the following:

- (i) any tax and para fiscal charges that must be levied on the service;
- all consultancy fees related to the execution of this contract;
- all professional expenses, vacations and all necessities required by the execution of this service, excluding travelling fees which will be reimbursed separately
- administrative fees related to the execution of the services, including but not limited to: copying, translation, secretarial services, legal and administrative formalities including all administrative authorisations necessary to carry out the activity



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If VAT applies under territorial regulations, VAT shall be added to the amount of the invoices at the applicable rate when the invoices are drawn up. If this rate changes during the period of the contract, the new rate shall apply ipso jure.

The price shall be fixed for the full period of performance of the contract.

The total budget allocated for this consultancy is 8,400 EUR. This corresponds to an effective daily rate of 105 EUR per working day based on an expected 80 working days. No financial proposal is expected.

Payments will be made in EURO and disbursed in instalments upon successful completion of the agreed deliverables, in line with the contractual schedule.

Past Experience and Qualifications

Required Qualifications:

- Minimum 3 years of professional experience in training, facilitation, or project coordination
- Experience working in or with sports structures/clubs, ideally in federated or grassroots environments
- Understanding of issues related to refugee inclusion and social cohesion
- Experience designing or leading participatory and capacity-building processes
- Fluency in Italian, **and** working proficiency in English or French

Desired Soft Skills:

- Strong organisational and coordination skills
- Proactivity and ability to work autonomously
- Excellent interpersonal and communication skills
- Flexibility, adaptability, and problem-solving mindset
- Strong observation and listening capacity



Evaluation of tenders :

Tenders shall be analyzed one by one and then comparatively.

Tenders shall be evaluated and classified in accordance with the following weighted criteria :

Criteria	Description	Points Allocated
Availability and alignment with fixed budget	Confirmation of availability for the required period (Sept. 2025–Feb. 2026) and commitment to deliver the expected outputs within the fixed consultancy budget of 8,400 EUR (including all taxes and expenses).	20
Case study exercise	Quality of the response to a practical case study scenario provided during the recruitment process. This will assess the candidate's ability to reflect, prioritise, and suggest relevant approaches in line with the REPLAY project.	50
Experience and Qualifications	Proven experience in working in multi-stakeholder projects, capacity building in the sport or social inclusion sectors, and familiarity with the refugee context in Italy.	30
Total Points		100

Submission of tenders

The recruitment for this consultancy will follow a two-step process:

1. **Initial Application:** service providers are invited to submit their CV and cover letter. No financial proposal is required due to the fixed budget of the consultancy.
2. **Case Study Exercise:** After an initial screening, shortlisted candidates will be invited to complete a brief case study related to the REPLAY incubation project. This exercise is designed to assess practical skills and the candidate's approach to key challenges of the role. Detailed instructions and materials will be provided only to shortlisted applicants.

TENDER SUBMISSION:

Interested service providers must submit their tenders (including CV and cover letter) electronically to souraya.bureau@play-international.org and lab@play-international.org by **12 August 2025**.

PLAY International maintains a strict policy against all forms of sexual exploitation and abuse, including any concerns related to child abuse or associated incidents. The organization's guidelines, responsibilities, principles, and definitions that address these serious concerns are comprehensively outlined under PLAY International's Child Safeguarding policies. All individuals associated with PLAY International, including employees, volunteers, partners, suppliers, subcontractors, and agents, or anyone with contractual agreements with the organization, are required to adhere strictly to these policies. These include all preventive measures and mandatory reporting protocols to ensure the safety and well-being of children in all operational contexts.



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