

# **ETHIOPIAN WOMEN IN ENERGY NETWORK (EWiEn)**

## **TERMS OF REFERENCE (ToR)**

### **Consultancy for Organizational and Human Resource Structure Review and Salary Scale Assessment**

#### **1. Background**

The Ethiopian Women in Energy Network (EWiEn) is a professional association dedicated to advancing women's participation, leadership, and economic empowerment in Ethiopia's energy sector. Through policy advocacy, capacity development, mentorship, research, partnership building, and institutional engagement, EWiEn works to promote gender equality and inclusive development across the energy sector.

EWiEn is currently developing its Strategic Plan for 2027–2029, which sets out its institutional direction, strategic priorities, and expected results for the coming three years. The Strategic Plan envisages strengthening EWiEn's role as a professional network, knowledge and advocacy platform, and implementing partner for initiatives that advance women's leadership, professional development, and economic opportunities in the energy sector.

To effectively implement the new Strategic Plan, EWiEn recognizes the need to review its existing organizational and human resource structure to ensure that staffing arrangements, roles, responsibilities, reporting lines, and management systems are appropriate for its evolving institutional mandate and operational requirements.

In parallel, EWiEn intends to review its existing salary scale to ensure that its compensation structure is equitable, competitive, financially sustainable, and aligned with organizational responsibilities and the prevailing employment market.

EWiEn therefore seeks to engage a qualified consultant to undertake a comprehensive review of its organizational and human resource structure and salary scale and provide practical recommendations for institutional strengthening.

#### **2. Objective of the Consultancy**

The overall objective of the consultancy is to assess EWiEn's existing organizational and human resource structure and salary scale and recommend an appropriate, efficient, and financially sustainable structure that supports the effective implementation of its 2027–2029 Strategic Plan.

#### **Specific objectives**

1. Assess the adequacy and effectiveness of EWiEn's existing organizational structure, staffing arrangements, roles, responsibilities, and reporting lines.
2. Review the human resource requirements necessary to implement the strategic priorities and operational functions outlined in the 2027–2029 Strategic Plan.
3. Recommend an appropriate organizational and staffing structure, including key positions, reporting relationships, job grade and job functions.
4. Review existing job descriptions and recommend adjustments to ensure clarity of responsibilities, accountability, and alignment with organizational priorities.

5. Assess EWiEn's existing salary scale against comparable organizations and relevant labor market benchmarks.
6. Recommend a revised salary structure that promotes internal equity, external competitiveness, staff retention, and financial sustainability.
7. Develop practical recommendations and a phased implementation approach for the proposed organizational and salary structure.

### **3. Scope of Work**

The consultant will undertake the following tasks:

#### **3.1. Review of Existing Organizational and Human Resource Structure**

- Review EWiEn's existing organizational structure, staffing arrangements, job descriptions, employment policies, and relevant governance documents.
- Assess the clarity and appropriateness of roles, responsibilities, reporting lines, and decision-making arrangements.
- Identify staffing gaps, overlaps, workload imbalances, and potential inefficiencies.
- Assess the distribution of responsibilities between management, programme, technical, administrative, and support functions.
- Examine the adequacy of existing human resource capacity to support current programmes and institutional operations.
- Review the alignment of the staffing structure with EWiEn's governance arrangements, particularly the respective responsibilities of the Executive Committee and management.

#### **3.2. Alignment with the 2027–2029 Strategic Plan**

- Review EWiEn's 2027–2029 Strategic Plan, including its strategic priorities, expected results, institutional development objectives, and implementation requirements.
- Identify the organizational functions, technical competencies, and human resource capacities required to deliver the Strategic Plan.
- Assess whether the existing staffing structure is appropriate for EWiEn's anticipated programme portfolio, partnership development, resource mobilization, advocacy, and institutional growth.
- Recommend an organizational structure that balances strategic ambition with operational efficiency and financial sustainability.
- Identify positions that should be maintained, revised, merged, newly established, or considered for phased recruitment.
- Consider opportunities for flexible staffing arrangements, outsourcing, and short-term technical expertise where appropriate.

#### **3.3. Review and Development of Job Descriptions**

- Review existing job descriptions and assess their consistency with actual responsibilities and organizational requirements.
- Identify gaps, duplication, or inconsistencies in job functions and reporting arrangements.
- Recommend revised or new job descriptions for positions within the proposed organizational structure.
- Define key responsibilities, minimum qualifications, competencies, experience requirements, and reporting relationships for each position.

- Propose appropriate job classifications or grades that reflect differences in responsibility, complexity, decision-making authority, and required competencies.

### 3.4. Salary Scale Review and Benchmarking

The consultant will conduct a review of EWiEn's existing salary structure, considering internal equity, external competitiveness, and financial sustainability.

Specific tasks will include:

- Review the existing salary scale, employee compensation arrangements, job grades, and applicable human resource policies.
- Assess the consistency of current salaries with job responsibilities, qualifications, experience requirements, and levels of accountability.
- Conduct a salary benchmarking exercise using comparable professional associations, civil society organizations, and development-oriented organizations operating in Ethiopia.
- Consider prevailing labor market conditions, inflation, cost-of-living trends, and competition for qualified professionals.
- Review the relationship between salary grades, job classifications, and career progression opportunities.
- Identify salary disparities, inconsistencies, or potential inequities within the existing structure.
- Recommend a revised salary scale with clearly defined job grades and corresponding salary ranges.
- Assess the financial implications of the proposed salary structure and provide options based on EWiEn's financial capacity.
- Recommend a practical approach for salary adjustments, periodic reviews, and future salary administration.

The salary review should distinguish between **basic salary, statutory benefits, and other employment benefits or allowances**, where applicable.

### 3.5. Financial Sustainability and Implementation

- Assess the financial implications of the proposed organizational and salary structures.
- Develop cost estimates for the recommended staffing arrangements, including salaries and associated employment costs.
- Propose alternative staffing and salary scenarios based on different levels of organizational resources.
- Identify essential positions required for core institutional operations and additional positions that may be introduced as funding becomes available.
- Recommend a phased implementation plan that considers EWiEn's financial capacity, existing contractual obligations, and programme commitments.
- Identify potential organizational and human resource risks associated with the proposed changes and recommend mitigation measures.

## 4. Methodology

The consultant is expected to apply a participatory, evidence-based, and practical methodology, which may include:

**Document review:** Review the Strategic Plan, organizational structure, job descriptions, human resource policies, salary scale, staffing and payroll information, programme documents, budgets, and relevant governance instruments.

**Key informant interviews:** Conduct consultations with the General Manager, selected Executive Committee members, staff, and other relevant stakeholders to understand organizational needs, operational challenges, and future staffing requirements.

**Organizational and functional analysis:** Assess existing and required institutional functions, reporting arrangements, workload distribution, staffing gaps, and competency requirements.

**Salary benchmarking:** Collect and analyze relevant salary information from comparable organizations in Ethiopia, using credible and appropriately documented sources.

**Validation:** Present preliminary findings and recommendations to EWiEn management and designated Executive Committee representatives for discussion and feedback.

**Finalization:** Incorporate agreed feedback and submit final recommendations and implementation tools.

The consultant may propose additional methodological approaches in the technical proposal.

All consultations and assessments must maintain appropriate confidentiality, particularly concerning individual employee information and compensation.

## 5. Expected Deliverables

| No. | Deliverable                                       | Description                                                                                                                                              |
|-----|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Inception Report                                  | Detailed methodology, work plan, assessment framework, benchmarking approach, and consultation schedule.                                                 |
| 2   | Organizational and HR Assessment Report           | Assessment of the existing organizational structure, staffing arrangements, functional gaps, and alignment with the Strategic Plan.                      |
| 3   | Proposed Organizational and Staffing Structure    | Recommended organogram, staffing plan, reporting lines, position classifications, and revised or new job descriptions.                                   |
| 4   | Salary Benchmarking and Assessment Report         | Analysis of the existing salary scale, comparison with relevant organizations, identified gaps, and financial implications.                              |
| 5   | Proposed Revised Salary Scale                     | Recommended salary grades and ranges, salary administration principles, and costed implementation options.                                               |
| 6   | Final Consolidated Report and Implementation Plan | Final recommendations, organizational structure, salary scale, phased implementation plan, and presentation to EWiEn management and Executive Committee. |

All deliverables should be submitted in editable electronic formats, including Word and Excel, as applicable.

## 6. Duration and Timeline

The consultancy is expected to be completed within **20 working days** from the date of contract signing.

The indicative timeline is presented below:

| <b>Activity</b>                                                                         | <b>Working days</b> |
|-----------------------------------------------------------------------------------------|---------------------|
| Inception meeting, document review, and inception report                                | 2                   |
| Organizational and HR assessment, including consultations                               | 5                   |
| Strategic alignment analysis and development of proposed structure and job descriptions | 5                   |
| Salary benchmarking and development of revised salary scale                             | 4                   |
| Validation workshop and incorporation of feedback                                       | 1                   |
| Final report and presentation                                                           | 2                   |
| <b>Total</b>                                                                            | <b>20</b>           |

The consultant should submit a detailed work plan as part of the inception report. The final schedule will be agreed upon with EWiEn.

## **7. Required Qualifications and Experience**

The consultant should possess the following qualifications and experience:

- An advanced university degree in Human Resource Management, Organizational Development, Business Administration, Management, or a related field.
- At least seven years of relevant professional experience in organizational development, human resource management, job evaluation, compensation analysis, or institutional restructuring.
- Demonstrated experience conducting organizational structure reviews and human resource capacity assessments.
- Proven experience in salary benchmarking, job grading, and compensation structure development in Ethiopia.
- Familiarity with Ethiopian labor legislation and relevant employment practices.
- Experience working with civil society organizations, professional associations, NGOs, or development organizations.
- Strong analytical, consultation, report-writing, and presentation skills.
- Demonstrated ability to provide practical and financially sustainable institutional recommendations.

Experience supporting organizational restructuring linked to strategic planning processes will be an added advantage.

## **8. Reporting and Coordination**

The consultant will report directly to the General Manager of EWiEn.

EWiEn will facilitate access to relevant organizational documents, staff members, and institutional information necessary for the assignment.

The General Manager will coordinate the consultancy, review deliverables, and facilitate consultations and validation processes.

Final recommendations relating to organizational restructuring and salary scale adjustments will be submitted to the Executive Committee for consideration and approval in accordance with EWiEn's governance arrangements.

## **9. Ethical Considerations and Confidentiality**

The consultant shall maintain strict confidentiality regarding all organizational, financial, and personnel information obtained during the assignment.

Individual salary and employment information shall be handled securely and used exclusively for the purposes of the consultancy.

The consultant shall ensure objectivity, fairness, and non-discrimination throughout the assessment and shall disclose any potential conflicts of interest.

All reports, tools, data, and other materials produced under the consultancy shall remain the property of EWiEn.

## **10. Application Requirements**

Interested and qualified consultants shall submit:

1. A technical proposal outlining their understanding of the assignment, proposed methodology, work plan, and relevant experience.
2. A financial proposal indicating the total consultancy fee, including applicable taxes.
3. An updated CV demonstrating relevant qualifications and professional experience.
4. Evidence or samples of similar assignments previously undertaken.
5. Contact details of at least two professional references.

## **11. Evaluation Criteria**

Consultants will be evaluated based on their technical qualifications, relevant experience, proposed methodology, and financial offer.

| <b>Evaluation criteria</b>                                 | <b>Weight</b> |
|------------------------------------------------------------|---------------|
| Relevant qualifications and professional experience        | 20%           |
| Experience in organizational structure and HR assessments  | 25%           |
| Experience in salary benchmarking and compensation reviews | 20%           |
| Quality of proposed methodology and work plan              | 15%           |
| Financial proposal                                         | 20%           |
| <b>Total</b>                                               | <b>100%</b>   |

EWiEn reserves the right to request clarifications or conduct interviews with shortlisted consultants before final selection.

## **12. Expected Outcome**

The consultancy is expected to provide EWiEn with a practical and financially sustainable organizational and human resource framework aligned with its 2027–2029 Strategic Plan.

The recommended structure and salary scale should strengthen institutional efficiency, clarify roles and accountability, improve human resource planning, support staff motivation and retention, and position EWiEn to effectively implement its strategic priorities over the coming three years.

## **10. Application Submission**

Interested and qualified consultants are invited to submit their application documents by email to [career@ewien.org](mailto:career@ewien.org) with the subject line “**Application – Organizational & HR Structure Review and Salary Scale Assessment Consultancy**”. Applications should include a technical proposal outlining the consultant’s understanding of the assignment, proposed methodology and work plan; a financial proposal indicating the total consultancy fee, including applicable taxes; an updated CV; evidence or samples of similar assignments previously undertaken; and contact details of at least two professional references. The deadline for submission is **19 October 2026**.