

## **Terms of Reference (ToR)**

### **For Developing a Comprehensive HR Organizational System for Belayab Foods PLC**

#### **I. BACKGROUND**

Belayab Foods Production PLC (BAF) is a leading Quick Service Restaurant (QSR) developer company in Ethiopia and the Horn of Africa. Operating since April 2018, BAF pioneered the introduction of international restaurant franchises in the region, securing exclusive franchise rights for renowned brands such as Pizza Hut (PH), Cold Stone Creamery (CSC), and Burger King (BK). The company has launched a total of eighteen restaurants in Addis Ababa, including nine Pizza Hut outlets, eight Cold Stone Creamery locations, and one Burger King restaurant.

With 18 outlets currently operational across Ethiopia, BAF is committed to delivering exceptional dining experiences and driving growth in the food and beverage sector. To support its ambitious goals and ensure its HR systems are aligned with its objectives, BAF intends to contract a consultant (the “Consultant”) to conduct a benchmarking exercise.

The consultancy will analyze the organization’s current structure, functions, and work processes, as well as its salary structure, to provide recommendations for an optimized organizational framework. This structure will be designed to align with market benchmarks and support the company’s continued expansion and operational excellence.

#### **II. OBJECTIVE**

The overall objective of this assignment is to conduct a comprehensive study of Belayab Foods Production PLC’s (BAF) organizational and salary structure. This includes diagnosing the current organizational structure and salary gaps, performing an independent and in-depth analysis, and replacing the existing framework with a more effective and scalable structure that accommodates the company’s ongoing growth.

The study aims to propose a salary structure aligned with current market realities while designing and implementing a robust HR organizational system that achieves the following:

1. Enhances operational efficiency and workforce engagement.
2. Establishes clear job specifications, grading, and staffing plans.
3. Develops a competitive salary and benefits structure to attract and retain top talent.
4. Implements effective succession planning and career development frameworks, ensuring sustainable leadership and employee growth.

This assignment is intended to position BAF to meet its operational and strategic goals while maintaining alignment with industry standards and market dynamics.

### **III. SCOPE OF WORK**

The consultancy will deliver on the following:

#### **1. Organizational Structure Review**

- Analyze current inefficiencies and propose an optimized HR structure.
- Define roles, reporting lines, and collaboration frameworks.

#### **2. HR System Development**

- Develop detailed job specifications for all roles.
- Design a comprehensive grading and evaluation system aligned with responsibilities and market standards.
- Prepare a staffing plan to address current and future workforce needs.

#### **3. Salary and Benefits Structure (at least three models)**

- Propose a competitive salary structure benchmarked against industry norms.
- Recommend benefit packages and incentives to attract and retain talent.

#### **4. Succession Planning and Career Development**

- Conduct leadership assessments and identify high-potential employees.
- Develop a succession planning framework for key positions.
- Design career development pathways and training programs.

#### **5. Workforce Analytics and Gap Analysis**

- Perform a skills gap analysis and recommend capacity-building programs.
- Provide strategies for optimizing workforce deployment.

#### **6. HR Technology Integration**

- Assess the need for HR technology upgrades.
- Recommend systems for recruitment, performance tracking, and overall HR management.

#### **7. Compliance and Equity**

- Ensure alignment with local labor laws and regulations.
- Address equity and inclusion in HR policies and practices.

#### **8. Cost Analysis**

- Develop a cost-benefit analysis of proposed HR system changes.
- Recommend financially sustainable models for implementation.

## **IV. DELIVERABLES**

### **1. Inception Report**

- Detailed methodology, timeline, and scope validation.

### **2. Comprehensive Gap analysis and diagnostic Report**

- Current organizational structure and workforce assessment.

### **3. HR System Framework**

- Job descriptions, grading system, staffing plan, and salary structure recommendations.

### **4. Succession and Career Development Plan**

- Framework for leadership development and career progression.

### **5. Technology Recommendations**

- Proposed HR systems for operational efficiency.

### **6. Cost-Benefit Analysis**

- Financial implications of HR changes.

### **7. Final Implementation Roadmap**

- A step-by-step guide for executing the new HR system.

## V. TIMELINE

The project is expected to be completed within 16-20 weeks of the contract signing as per the following timetable:

<b>Phase</b>	<b>Duration</b>	<b>Deliverable</b>
Inception and Planning	2 weeks	Inception Report: Detailed methodology, timeline, and scope validation.
Diagnostic and Gap Analysis	4 weeks	Comprehensive Gap Analysis and Diagnostic Report: Current organizational structure and workforce assessment.
HR System Design	6 weeks	HR System Framework: Job descriptions, grading system, staffing plan, and salary structure recommendations.
Succession Planning and Career Development	4 weeks	Succession and Career Development Plan: Framework for leadership development and career progression.
Technology Assessment and Recommendations	3 weeks	Technology Recommendations: Proposed HR systems for operational efficiency.
Financial Analysis	3 weeks	Cost-Benefit Analysis: Financial implications of HR changes.
Finalization and Implementation Plan	4 weeks	Final Implementation Roadmap: A step-by-step guide for executing the new HR system.

## **VI. EVALUATION CRITERIA**

<b>No</b>	<b>Technical parameters</b>	<b>Merit Percentage</b>
1	Appreciation of TOR	5%
2	Methodology	25%
3	Delivery Time	15%
4	Resume	15%
5	Deliverables	20%
6	Company Profile	20%
<b>Total</b>		<b>100</b>

## **VII. CONSULTANT QUALIFICATIONS**

The consultant or firm must demonstrate:

1. Proven experience in HR system development and organizational design.
2. Expertise in job grading, salary structuring, and workforce planning.
3. Familiarity with industry best practices and local labor regulations.
4. Strong stakeholder engagement and change management skills.

## **VIII. BUDGET**

The proposal should include:

1. Professional fees.
2. Costs related to data collection, workshops, and stakeholder engagement.
3. Miscellaneous expenses (e.g., travel, accommodation).

## **IX. APPLICATION PROCESS**

Interested consultants must submit:

1. A technical proposal detailing methodology, timeline, and deliverables.
2. A financial proposal.
3. Consultant's CV or company profile.
4. References from similar completed projects.