



TERMS OF REFERENCE (TOR) FOR A HUMAN RESOURCE CONSULTANT TO PROVIDE TOP LEVEL GUIDANCE ON SKILLS GAP AND SUCCESSION PLANNING

INTRODUCTION

About AFRINIC

The African Network Information Centre (AFRINIC) Ltd, also known as AFRINIC, is a non-profit private company limited by guarantee, duly incorporated in the Republic of Mauritius. It serves as the Regional Internet Registry (RIR) for Africa and is responsible for the management and allocation of Internet number resources within the African region.

In its capacity as a Regional Internet Registry, AFRINIC operates in accordance with the provisions of the Mauritian Companies Act 2001 (as amended), its By-laws, and adopted policies.

As the Regional Internet Registry (RIR) for Africa, AFRINIC's primary function is the allocation of Internet Protocol (IP) number resources to Internet users and Resource Members - primarily Internet Service Providers (ISPs) operating within the African region. These allocations are made in accordance with the provisions of the Registration Services Agreement and applicable policies, and are subject to a well-defined application process involving a rigorous evaluation of the applicant's demonstrated need for number resources.

Presently, there are five Regional Internet Registries (RIRs) worldwide that perform the same functions for their respective regions. In addition to AFRINIC, the other RIRs include ARIN (serving Canada, the United States, and parts of the Caribbean and North Atlantic islands), LACNIC (serving the Latin American and Caribbean regions), RIPE NCC (serving Europe, West, Asia, and the former Soviet Union), and APNIC (serving the Asia-Pacific region).

BACKGROUND INFORMATION

AFRINIC has developed its human resource capital progressively over time, from 2 employees in April 2005 to the 41 current staff. The workforce comprises full time staff either working from the Headquarters in Mauritius or remotely, excluding interns and consultants who are engaged on a needs basis to support specific operational requirements.

Within the current strategic plan, business continuity supported by succession planning has been identified as a key area of focus to ensure the continued achievement of the organisation's strategic objectives.

In this context, AFRINIC proposes to undertake an independent Human Resources (HR) audit as part of its ongoing governance, risk management, and organisational improvement initiatives. The audit will support the development of a comprehensive Business Continuity Plan (BCP) and address recurrent issues identified through audits and the Risk Register.

General Objective of the Assignment

The primary objective of this assignment is to develop a succession plan that ensures business continuity in the event of staff changes. As part of this process, it is expected that the consultant will review current staff roles and skill sets, identify potential gaps, and provide recommendations to support talent development, productivity, retention, and onboarding.

At the conclusion of the assignment, the consultant will deliver a comprehensive succession plan along with actionable recommendations for consideration by the Board of Directors and Management to facilitate effective implementation.

Scope of Assignment

Task 1: The consultancy firm will develop and submit a project workplan that clearly defines the scope, approach, and methodology of the assignment.

Task 2: The consultancy firm will conduct a diagnostic review of the current staff contingent and provide a report identifying any gaps, with supporting recommendations.

Task 3: The consulting firm will review the existing performance appraisal process.

Task 4: The consultancy firm will prepare and submit a succession plan based on the findings of their review for feedback and discussion.

Expected Outputs

1. Gap Analysis Report: This report will provide AFRINIC with an overview of current workforce capabilities, highlighting any gaps relative to organisational needs and industry standards. The findings will inform the development of an effective succession plan.

2. Succession Plan: This plan will take into account the current staff contingent and provide actionable recommendations to ensure business continuity and support talent development.

Expected Deliverables and Timelines

1. Gap Analysis Report

The Gap Analysis Report is to be submitted within 14 calendar days (2 weeks) from the date of contract signing. It should confirm the approach, methodology, and work plan to be implemented. The report will also serve as the inception report and include key milestones, linking identified gaps to the proposed structure of the succession plan.

2. Draft Succession Plan

The Draft Succession Plan is to be submitted within 45 calendar days from the date of contract signing. The consultant will present the draft plan orally to the AFRINIC Secretariat. The draft should address the general and specific objectives of the assignment, incorporate findings from all tasks, and reflect the expected outputs. It should consider the gap analysis and highlight key challenges and opportunities within the current staff contingent.

3. Final Succession Plan

The Final Succession Plan is to be submitted within 60 calendar days from the date of contract. It will incorporate feedback from consultative meetings and any written comments provided by the AFRINIC Team.

Accountability and Reporting Arrangements

The consultancy firm will be accountable to the AFRINIC Secretariat. At the operational level, the consultant will be administratively supervised and guided by a representative of the IMC from the Secretariat. The consultant will also work closely with the Acting Chief of Finance and Administration to ensure all deliverables are completed in accordance with agreed objectives and timelines.

Duration of the Assignment

The total duration of the contract will be three months, with 60 days dedicated to completing the assignment. A buffer period of 30 days is allocated for the client institution to provide feedback on the deliverables.

The selected consultancy firm will be responsible for allocating the 60 calendar days among the required personnel, ensuring coverage of the 15 professional working days. This allocation should specify the number of person-days for the team leader, experts, and other consultants involved in the assignment.

Ownership

All copyright and other intellectual property rights in any data compilations, research, spreadsheets, graphs, reports, diagrams, designs, work products, software, or other materials developed in connection with this assignment shall be shared with AFRINIC. AFRINIC shall hold an irrevocable, perpetual, non-exclusive, transferable, worldwide license to use, reproduce, and distribute the intellectual property for its purposes.

Required Profiles and Qualifications

Firm Profile

The consultancy firm selected for this assignment should be a well-established advisory firm or individual consultant with a minimum of 10 years' experience in conducting ICT-related studies and organisational development projects, preferably in a development context. The firm should have demonstrable expertise in human resources advisory, including organisational design, succession planning, workforce development, and talent management.

Experience in the information and communications technology sector, regulatory advisory, policy formulation, and stakeholder engagement is highly desirable. The firm/consultant should have the ability to engage with a range of stakeholders other than AFRINIC members to gather insights, build consensus, and align recommendations with AFRINIC's strategic direction.

Core Competencies of Lead Consultant

The lead consultant should possess:

1. Proven ability to deliver high-quality outputs in a timely manner while anticipating and responding to evolving client needs.
2. Strong organisational and project management skills, with the ability to manage multiple tasks and priorities effectively.
3. Ability to work independently while ensuring robust collaboration with internal stakeholders.
4. Sound judgment, strategic thinking, and the ability to provide actionable recommendations aligned with organisational objectives.
5. Experience in leading consultancy studies or evaluations of similar scope, context, and complexity, including HR diagnostics, succession planning, and workforce development.
6. Expertise in human resources management, organisational development, and succession planning in complex or specialised organisations.
7. Excellent communication skills, including fluency in written and spoken English, with the ability to produce clear reports and present findings to the Board.

Response Deadline

Closing Date for Applications: 21 April 2026 by Close of Business.

Application and Submission Requirements:

Applicants are requested to submit the following documents via email to guytaine@afinic.net

1. Letter of Interest
2. Curriculum Vitae (CV)
3. Financial Proposal

For any queries, please contact the AFRINIC Office by using the contact details provided below.