

TERMS OF REFERENCE

Service Design Investment Project Manager Consultant (IPM)

CONTRACT MODALITY Individual Consultancy

DUTY STATION Home-based/Remote

DURATION OF CONTRACT 12 Months

Purpose of Assignment:

Background

UNICEF works in over 190 countries and territories to save children's lives, defend their rights, and help them fulfil their potential, from early childhood through adolescence.

At UNICEF, we are committed, passionate, and proud of what we do. Promoting the rights of every child is not just a job – it is a calling. UNICEF is a place where careers are built: we offer our staff diverse opportunities for personal and professional development that will help them develop a fulfilling career while delivering on a rewarding mission. We pride ourselves on a culture that helps staff thrive, coupled with an attractive compensation and benefits package.

UNICEF's Global Shared Services Centre (GSSC) provides services to UNICEF offices around the world in the areas of Finance, Master Data Management, Human Resources Administration, Payroll, and IT Customer Care. Our mission is to be a Centre of Excellence for the global delivery of efficient services within a culture of customer service, continuous business improvement, knowledge-sharing and innovation to support the effective achievement of UNICEF's program results worldwide. New services of Recruitment Administration Services - RAS and Individual Consultant Services - ICS, and Travel have been added in 2026. Payroll & Offboarding were restructured and further streamlining and integration are in progress.

Assignment context and brief context of the project: RAS and ICS have successfully completed initial implementation and are now entering a critical phase where service stabilization, standardization, and optimization are required. International Travel is continuing to refine and scale the business model. Payroll & Offboarding (Offboarding) has identified essential streamlining and customer-experience lessons from the UNICEF Future Focused Initiative (FFI) process. While core service delivery capabilities are now in place, targeted investment is needed to rapidly strengthen service design, improve client experience, enhance operational efficiency, and embed industry-leading practices.

This initiative proposes a time-bound GSSC investment in dedicated implementation capacity to accelerate service maturity and deliver tangible improvements to service quality, productivity, client satisfaction, and business outcomes. Resources will be embedded within service teams and focused on delivering practical improvements, operational solutions, and sustainable capabilities.

Objective of the project: to accelerate the maturation of new services through dedicated delivery-oriented resources that

- Stabilize and optimize service operations.
- Improve client experience and service quality.
- Strengthen standardization, automation, and process performance.
- Identify and implement industry best practices and service management disciplines.
- Build sustainable capabilities that can be maintained following project completion.
- Generate measurable business value through enhanced efficiency, effectiveness, and user satisfaction.

Approach: the project will establish a coordinated 'sprint team' steered by Business Performance and Modernization (BPM) while embedding dedicated resources within priority service areas. Each resource will report to the relevant service line and will be accountable for implementing specific service improvements, business processes, tools, standards, and client-facing enhancements.

Scope of Work and Role:

Under the strategic direction of BPM and in collaboration with the service line business owners, **the Service Design Investment Project Manager (IPM) will provide the overall service design vision and framework, project management, governance support, and cross-service coherence, coordinating the 'sprint team'** comprised of the following dedicated project team members:

- A Service Design Advisor for benchmarking and engagement with industry leaders, professional networks, and specialized service providers to ensure that service evolution is informed by proven Global Business Services and Shared Services practices.
- A Business Innovation and Support (BIS) consultant to support the translation of business requirements into solution designs with resourced system requirements with a focus on user interface and user experience improvements across service touchpoints, leveraging GSSC technologies to enable more intuitive, efficient, and client-centred interactions while improving service adoption and satisfaction.
- Four dedicated Service Optimization Project Managers (SOPMs), one for each of the four priority service areas. Each PM will report to the relevant service line business owner and will be accountable for implementing specific service improvements, business processes, tools, standards, and client-facing enhancements

The IPM is accountable for value creation from the entire chain: **Business and User Needs → Industry Best Practices → Service Design Workshops → Assessment Reports → Business Requirements → Solution Designs with Resourced System Requirements with BIS → Implementation Roadmaps → PM-Managed Project Plans**

The IPM will establish and maintain the integrated project plan, governance, critical path, dependencies, risks, issues, resources, benefits, and reporting across all workstreams. The role will coordinate senior stakeholders and multidisciplinary teams, design and facilitate key workshops, connect business and user needs to solution design, support the SOPMs in developing and delivering endorsed project plans, and drive measurable implementation within the 12-month investment period.

Work Assignment Overview	Deliverables/ Outputs	Delivery deadline		Planned Travel
		Exact date to complete the deliverable	Input days	
Outline agreed overall service design framework, methodology (maturity, benefits realization), stakeholder engagement map, and transformation programme delivery schedule. Present to leadership and the Change Review Board.	1.Inception Report: 5-page maximum document and board-level PowerPoint presentation	15-February 2027	20	
Establish coordination structures, meeting cadence, project controls, risk management processes, and Strategic Portfolio Management setup and management through the project duration.	2.Governance and coordination plan: Detailed project plan with critical path, Gantt timeline, and issue log in the Strategic Portfolio Management Project Management tool	26-February 2027	10	
Stream 1: Prepare, facilitate, and document the service design workshop. Conduct stakeholder interviews, current-state assessment, customer journey analysis, pain-point identification, maturity assessment, and development of recommendations and future-state roadmap. Facilitate the two-day workshop in person in Budapest	3.Stream 1 Service Design Assessment & Future State Roadmap: 5-page maximum document and board-level PowerPoint presentation	15-April 2027	30	Destination: Budapest, Hungary Trip 1 of 4 Duration: 3 days (1 day preparation and 2 day workshop)
Stream 2: Prepare, facilitate, and document the service design workshop. Conduct stakeholder interviews, current-state assessment, customer journey analysis, pain-point identification, maturity assessment, and development of recommendations and future-state roadmap. Facilitate the two-day workshop in person in Budapest	4.Stream 2 Service Design Assessment & Future State Roadmap: 5-page maximum document and board-level PowerPoint presentation	28-May 2027	30	Destination: Budapest, Hungary Trip 2 of 4 Duration: 3 days (1 day preparation and 2 day workshop)
Stream 3: Prepare, facilitate, and document the service design workshop. Conduct stakeholder interviews, current-state assessment, customer journey analysis, pain-point identification, maturity assessment, and	5.Stream 3 Service Design Assessment & Future State Roadmap: 5-page maximum document and board-level PowerPoint presentation	5-July 2027	30	Destination: Budapest, Hungary Trip 3 of 4 Duration: 3 days (1 day preparation

development of recommendations and future-state roadmap. Facilitate the two-day workshop in person in Budapest				and 2 day workshop)
Stream 4: Prepare, facilitate, and document the service design workshop. Conduct stakeholder interviews, current-state assessment, customer journey analysis, pain-point identification, maturity assessment, and development of recommendations and future-state roadmap. Facilitate the two-day workshop in person in Budapest	6.Stream 4 Service Design Assessment & Future State Roadmap: 5-page maximum document and board-level PowerPoint presentation	20-August 2027	30	Destination: Budapest, Hungary Trip 4 of 4 Duration: 3 days (1 day preparation and 2 day workshop)
Consolidate findings from all service design assessments, including cross-service improvements and benefits. Articulate the vision and impact narrative for the services' future states. Present to leadership and the Change Review Board.	7.Services Vision and Roadmap: 5-page maximum document and board-level PowerPoint presentation	15-September 2027	20	
Translate business, client, and operational requirements into structured business requirements for the BIS Consultant. Facilitate design reviews between service owners, BIS, and project managers. Validate that proposed solutions address identified service needs. Support development of implementation roadmaps and detailed project plans managed by the four Process Optimization Project Managers.	8.Business Requirements, Solution Design Alignment and Implementation Planning: written review of the four project plans with critical path, Gantt timeline, and issue log in the Strategic Portfolio Management Project Management tool	6-December 2027	30	
Consolidate findings, recommendations, implementation priorities, maturity improvements, expected benefits, dependencies, technology requirements, and sustainability recommendations into a final executive package. Present recommendations to leadership and the Change Review Board.	9.Final Integrated Service Improvement Roadmap and Benefits Case: 10-page maximum document and board-level PowerPoint presentation	15-January 2028	11	

Payment Schedule:

Payment will be made on submission and acceptance of deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant.

Important Notes:

- Individuals engaged under a consultancy or individual contract will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.
- The selected candidate is solely responsible for ensuring that the health insurance (and visa if applicable) required to perform the duties of the contract are valid for the entire period of the contract. Selected candidates are subject to confirmation of fully-vaccinated status against SARS-CoV-2 (Covid-19) with a World Health Organization (WHO)-endorsed vaccine, which must be met prior to taking up the assignment. It does not apply to consultants who will work remotely and are not expected to work on or visit UNICEF premises, programme delivery locations or directly interact with communities UNICEF works with, nor to travel to perform functions for UNICEF for the duration of their consultancy contracts.
- UNICEF offers reasonable accommodation for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.

QUALIFICATIONS / SPECIALIZED KNOWLEDGE / EXPERIENCE/ COMPETENCIES (CORE/TECHNICAL/FUNCTIONAL) / LANGUAGE SKILLS REQUIRED FOR THE ASSIGNMENT

Minimum requirements:

Education:

- **Advanced university degree (Master's or equivalent)** in Design, Business Administration, Public Administration, Organizational Development, Management, Industrial Engineering, Human-Centred Design, Information Systems, or a related field.
- **A first-level university degree (Bachelor's or equivalent)** in a relevant field may be accepted in lieu of an advanced degree, provided the candidate has an additional two years of qualifying professional experience.

Work Experience:

- **At least seven years of progressively responsible experience, nine years with a Bachelor’s degree**, managing complex transformation, service design, operational improvement, or related programmes and projects.
- Demonstrated **project management experience** developing and managing integrated project plans, critical paths, milestones, dependencies, resources, risks, issues, governance, and executive reporting.
- Proven experience **coordinating multidisciplinary teams and senior stakeholders** across multiple workstreams, including delivery without direct supervisory authority.

- Track record of delivering measurable service improvements and **translating business requirements into implementable roadmaps** and project plans.
- Experience in **share services, global business services, the public sector, international organizations**, or similarly complex environments is highly desirable.

Project management certification is an asset.

Language Requirements:

- Fluency in English is required.

Knowledge/Expertise/Skills:

- Advanced project and programme management skills, including planning, scheduling, critical-path management, governance, risk and issue management, resource coordination, benefits realization, and executive reporting.
- Strong leadership, facilitation, stakeholder engagement, communication, and influencing skills, with the ability to align teams and decision-makers around delivery priorities.
- Knowledge of service design, service management, human-centred design, customer experience, process improvement, and change management methods.
- Strong analytical and systems thinking, with the ability to synthesize complex inputs, identify dependencies, and translate findings into practical decisions and implementation plans.
- Ability to balance strategic service vision with disciplined execution, immediate operational priorities, and measurable results.