

TERMS OF REFERENCE

Digital Workplace and Knowledge Management Consultant

CONTRACT MODALITY	Individual Consultancy
DUTY STATION	Uganda, Kampala (remote)
DURATION OF CONTRACT	12 months

Purpose of Assignment

The Uganda Country Office seeks an individual consultant to review and respond to the Office-wide and section-specific collaboration, internal communication and knowledge management needs of UCO. The consultant will apply a user-centered approach to design and implement a sustainable digital workplace using SharePoint and the wider Microsoft 365 ecosystem.

The assignment will deliver a redesigned, accessible and fit-for-purpose UCO SharePoint landing page that connects staff to authoritative information and guidance, together with improved section-level and cross-section collaboration spaces. It will also strengthen staff capability to use, manage and continuously improve the platforms after the consultancy ends.

Scope of Work

Working closely with UCO leadership, Digital Impact, communication and knowledge management focal points, section representatives and end users, the consultant will:

- Conduct a structured discovery process to understand current practices, pain points, user journeys, information flows and collaboration needs across UCO and within each section.
- Review the current SharePoint and Microsoft 365 environment, including existing sites, pages, document libraries, permissions, ownership arrangements, workflows, dashboards and staff engagement channels.
- Develop an agreed information architecture, governance model and phased implementation roadmap for the UCO digital workplace, supported by a practical project management approach covering scope, milestones, dependencies, resources, risks, issues, decisions and change control.
- Maintain complete and current project documentation, including the approved workplan, requirements register, stakeholder map and handover documentation.
- Design, configure or improve a modern UCO SharePoint landing page that provides intuitive access to staff information, policies and guidance, services, frequently used links, news, events, onboarding resources and other agreed content.
- Design or improve section-level and cross-section collaboration sites, including document libraries, metadata, views, navigation, permissions and collaboration features that support business needs.
- In collaboration with the Digital Impact team, design and implement priority automated workflows, dashboards and forms using appropriate Microsoft 365 tools, such as Power Automate, Power BI, Microsoft Lists and Forms, subject to UCO priorities and available licenses. A target of 5 workflows, forms and dashboards to be implemented based on validated requirements and priorities with the contact supervisor.
- In collaboration with the People and Culture and Staff Association teams, configure staff news and engagement tools that enable timely internal communication and participation, including content publishing roles and editorial workflows.
- Support content rationalisation, migration and tagging so that high-value content is easy to find, duplicate or obsolete content is reduced, and records are managed consistently.

- Build the capacity of designated site owners, content publishers, champions and staff through practical training, coaching, job aids and administrator documentation.
- Apply structured change management principles throughout the assignment, including stakeholder analysis, change-impact assessment, sponsor and champion engagement, communications, readiness activities, role-based learning, feedback loops, adoption monitoring and reinforcement measures.
- Run user testing, incorporate feedback, support adoption and hand over sustainable solutions with clear ownership, governance and maintenance arrangements.
- External Collaboration and Information-Sharing - Assess requirements and limitations associated with collaboration between UCO and external partners through SharePoint/Microsoft 365 and recommend and implement appropriate mechanisms for secure collaboration with approved external partners.

Guiding principles and technical considerations

- User-centered and inclusive: solutions should be based on validated staff needs and designed for ease of use, accessibility and different levels of digital confidence.
- Sustainable by design: configuration should favour maintainable Microsoft 365 functionality, clear ownership and practical skills transfer rather than unnecessary custom development.
- Secure and appropriately governed: access, permissions, information ownership and publishing rights must be agreed with UCO and configured in line with applicable UNICEF requirements.
- Findable and authoritative: information architecture, metadata, navigation and search should help staff identify current and trusted information quickly.
- Iterative and evidence-based: prototypes should be tested with users and refined before wider rollout.
- Change-led and adoption-focused: technical delivery should be accompanied by active sponsorship, engagement, communication, capability building, readiness assessment, adoption monitoring and reinforcement.
- Documented and auditable: key requirements, decisions, configurations, changes, tests, approvals and handover information should be maintained in accessible, editable and reusable project records.
- Disciplined project management: delivery should follow an agreed plan with clear scope, roles, milestones, dependencies, decision points, quality controls, risk and issue management, and formal acceptance of outputs.
- Interoperable: the solution should use SharePoint as the core entry point while linking appropriately to Teams, Lists, Forms, Power Automate, Power BI and other approved Microsoft 365 tools.

Work assignment overview and deliverables

Indicative level of effort: 100 working days over approximately 12 months. Exact dates, input days and sequencing will be confirmed during contracting.

Management, working arrangements and quality assurance

- The consultant will work under the supervision of the Deputy Representative Operations, or a designated contract manager, and in close coordination with Digital Impact and designated section focal points.
- The consultant will apply proportionate project management controls, provide concise progress updates against the approved plan, maintain an integrated issues, decisions, risks, actions and changes log, and promptly escalate matters requiring UCO direction or approval.
- All project documentation, configurations, source materials, testing and acceptance evidence, training resources and agreed assets produced under the assignment will be version-controlled where appropriate and handed over to UCO in accessible and editable formats.
- Deliverables will be considered complete only after review and written acceptance by the contract manager. The consultant will address reasonable comments within an agreed review cycle.
- The consultant must work within the UCO Microsoft 365 environment and comply with applicable UNICEF

Work Assignments Overview	Deliverables/Outputs	Delivery deadline to complete the deliverable
Inception and mobilisation	Approved inception report covering methodology, project governance, stakeholder map, consultation and change-management approach, detailed workplan and milestones, documentation standards, quality assurance, risks, dependencies and a rolling implementation plan.	25 January 2027
Discovery and current-state assessment	Validated Office-wide and section-level needs assessment; current-state inventory of sites, libraries, workflows and engagement channels; user journeys; pain-point analysis; and prioritised requirements.	28 February 2027
Target design and roadmap	Approved digital workplace blueprint covering information architecture, landing-page wireframes, section-site patterns, governance and ownership model, permissions approach, content model, change-impact assessment, adoption and communications plan, project controls and prioritised implementation backlog.	31 March 2027
UCO landing page and staff information hub	Configured and user-tested UCO SharePoint landing page linking staff to agreed information and guidance pages, services, key links, news, events, onboarding resources and staff engagement features; publishing roles and update process documented.	30 June 2027
Section and cross-section collaboration spaces	Priority section-level and cross-section SharePoint collaboration pages and document libraries configured and tested, with agreed navigation, metadata, views, permissions, ownership and migrated priority content.	31 August 2027

Priority workflows, dashboards and engagement tools	Agreed package of priority automated workflows, forms, Lists and dashboards configured and tested; staff news and engagement tools operational; technical and user documentation completed.	30 September 2027
Capacity building and adoption	Role-based training delivered for site owners, publishers, champions and end users; reusable job aids and recordings developed; coaching and office hours completed; change-readiness and adoption monitoring undertaken; feedback, corrective actions and reinforcement measures documented.	30 November 2027
Handover and final report	Completed handover pack including solution inventory, ownership matrix, administration guide, approved project records, configuration and decision logs, testing and acceptance evidence, governance and maintenance calendar, outstanding backlog, change-sustainability recommendations, lessons learned and final assignment report.	31 December 2027

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****Education:**

- BA university degree in information systems, knowledge management, information management, business administration, organisational design, communications, computer science or another relevant field. A first university degree combined with additional relevant professional experience may be accepted in lieu of an advanced degree.

Work Experience:

- At least 5 years of progressively responsible professional experience in digital workplace transformation, knowledge management, collaboration platforms, information architecture or related fields
- Demonstrated experience designing and configuring modern SharePoint Online sites, pages, navigation, document libraries, metadata, permissions and governance.
- Demonstrated experience applying Microsoft 365 tools to real business needs, including relevant experience with Teams, Lists, Forms, Power Automate and Power BI.
- Proven experience in user research, service or user-centred design, facilitation, requirements analysis, prototyping and user acceptance testing.
- Proven experience developing and delivering role-based training, job aids and practical capacity transfer for non-technical users and site administrators.

- Demonstrated experience managing comparable digital transformation projects using practical project management methods, including work planning, risk and issue management, quality assurance, project documentation and change control.
- Demonstrated experience applying organisational change management and adoption principles to technology-enabled workplace transformation.

Language Requirements:

- Excellent written and spoken English and strong stakeholder engagement, facilitation and documentation skills.

Desirables:

- Relevant Microsoft certification or equivalent demonstrated expertise in SharePoint, Power Platform or Microsoft 365.
- Experience supporting digital workplace or knowledge management assignments in the UN, international development, public sector or another complex multi-section organisation.
- Experience with content migration, records management, search optimisation, accessibility and change management.
- Experience working in Uganda or a comparable country-office environment

Technical proposal:

- Proposed methodology and workplan