

TERMS OF REFERENCE

System Optimization Consultant

CONTRACT MODALITY	Individual Consultancy
DUTY STATION	Business Innovation and Support (BIS), UNICEF GSSC Budapest & Hybrid, with possible travel
DURATION OF CONTRACT	7 months

Purpose of Assignment

The purpose of the consultancy is to provide expert business analysis and system development support to the BIS section for the GSSC services on ServiceNow and SAP, and to build BIS's capacity to sustain this work. Specifically, the consultant will:

- Independently assess the current state of each service's processes, system configuration, controls, service levels and client experience.
- Benchmark each service against recognized industry and GBS practices and maturity models.
- Identify gaps, inefficiencies, risks and root causes, supported by evidence and data.
- Recommend specific improvements to processes, system configuration, automation, service management and operating models.
- Gather business intelligence requirements across GSSC service domains (recruitment and HR, individual consultants, travel and finance) and translate them into technical tasks, data requirements and mock-ups.
- Identify ready-made, out-of-the-box ServiceNow and SAP solutions that can support current processes, including automation, self-service and AI-assisted handling (for example ServiceNow Now Assist), and design solutions that avoid custom development wherever possible.
- Strengthen BIS's business analysis and system development practice: requirements, functional and technical specifications, user stories, configuration and code review, and cross-platform testing.
- Set out a prioritized roadmap of system and business intelligence improvements with business cases for major items and track benefits against baselines.
- Transfer knowledge to BIS staff through hands-on coaching, joint delivery, documentation and training.

Scope of Work

A. Inception and document review

- Review existing documentation for each service: business requirements, process designs, SOPs, system configuration, SLAs, reports, lessons learned and change logs.
- Agree with the review approach, assessment framework, stakeholders and data sources with BIS.

B. Current-state analysis

- Map end-to-end processes as actually performed, including handoffs, approvals, exceptions and workarounds.

- Analyze operational data (case and ticket volumes, turnaround times, backlogs, rework, contact drivers) to quantify performance and pinpoint bottlenecks.
- Assess how well the supporting systems (ServiceNow, SAP, others) fit the process. Cover configuration, workflow logic, integration, data quality and manual effort around the system.
- Map client journeys and capture client and staff pain points through interviews, surveys and observation.
- Review controls, segregation of duties and compliance risks.

C. Best practice assessment

- Assess each service against relevant frameworks and good practice, for example GBS and shared services maturity models, APQC Process Classification Framework, ITIL 4 service management, and Lean.
- Benchmark against comparable shared services and GBS organizations and UN system peers, using available benchmarking data where possible.
- Rate the maturity of each service across process, technology, data, people and governance dimensions.

D. Gap analysis and recommendations

- Identify and evidence the gaps between current state and good practice, with root-cause analysis.
- Recommend improvements covering process redesign and standardization, system configuration changes, automation and self-service opportunities, service levels and performance reporting, knowledge management, roles and operating models.
- Define the future-state process for each service at a level sufficient for GSSC teams to implement.
- Identify quick wins that can be implemented within existing capacity.

E. Roadmap and business cases

- Prioritize recommendations using a value / effort / risk framework.
- Produce a phased implementation roadmap with dependencies, owners and resource implications.
- Prepare business cases for major recommendations, suitable for submission to GSSC demand governance.
- Propose a KPI framework with baselines and targets for each service.

F. Out-of-the-box solution design and automation

- Assess the out-of-the-box capabilities and ready-made solutions available in SAP and relevant ServiceNow Store applications.
- Carry out a fit-gap analysis that maps current processes and requirements to out-of-the-box functionality and recommend for each gap whether to adopt standard functionality, configure, or justify custom development.
- Identify and design system solutions for simplification, standardization, automation (Flow Designer, integrations), self-service and AI-assisted case handling and knowledge, favoring out-of-the-box ServiceNow and SAP capabilities over customization.
- Design solution options and future-state system designs for current processes at a level sufficient for BIS to implement, including recommendations for moving existing custom components back to standard functionality, with effort, dependencies and risks for each option. Identify quick wins that can be implemented within existing capacity.
- Pilot selected solutions with service teams and measured their results against the baseline.

G. Validation, capacity building and knowledge transfer

- Validate findings, designs and recommendations with service managers, through structured workshops and meetings.

- Coach BIS staff on the job and deliver training sessions on business intelligence, business analysis and out-of-the-box ServiceNow solution design, explaining technical topics clearly to non-technical colleagues.
- Hand over all methods, tools, templates, documentation, data models and dashboards so BIS can maintain and extend them and repeat the review for other services.
- Perform other related duties as required.

Work Assignments Overview	Deliverables/Outputs	Delivery deadline (in weeks/months) and input days to complete the deliverable
1. Inception report and detailed work plan	Agreed assessment framework, priority services, stakeholder list, data sources, access requirements, methodology and delivery schedule	15 Dec 2026 10 days
2. Current-state assessment report	For each in-scope service: as-is process maps, operational data baseline (volumes, turnaround, backlog), ServiceNow/SAP system-fit review, client journey and pain-point analysis, controls	31 Jan 2027 30 days
3. Benchmarking and maturity assessment report	Maturity ratings per service across process, technology, data, people and governance; benchmarking against GBS/shared-services peers and UN system comparators; evidenced gaps with root-cause analysis	28 Feb 2027 20 days
4. Future-state designs and implementation roadmap	Implementable future-state processes and system designs; BI requirements translated to data models and mock-ups; prioritized value/effort/risk roadmap with owners, dependencies, quick wins; business cases for major items; KPI framework with baselines and targets	15 April 2027 30 days
5. Out-of-the-box solution designs and pilot results	ServiceNow/SAP fit-gap matrix (adopt standard / configure / justify custom); automation and self-service designs using OOTB	31 May 2027 30 days

	capabilities; piloted solutions measured against baseline; updated roadmap	
6. Validated final report and knowledge-transfer package	Findings validated in workshops with service managers, coaching and training delivered to BIS staff; complete handover of methods, templates, specifications, data models and dashboards	30 June 2027 20 days

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:** Master’s degree in Computer Science, Information Systems, Business Administration, Data Science or related fields
- **Work Experience:** At least 10 years of business analysis, process improvement or management consulting experience, including at least 5 years in shared services or GBS environments.

- **Skills:**

- Demonstrated experience leading independent assessments of operational services and producing recommendations that were adopted and delivered measurable results.
- Expert command of process mapping, data analysis and root-cause methods, and of maturity and benchmarking frameworks (e.g., APQC, SSON/GBS maturity models).
- Strong understanding of enterprise workflow and ERP platforms (preferably ServiceNow and SAP) and of automation opportunities.
- Strong analytical rigor and ability to turn data into clear, practical recommendations.
- Demonstrated experience reviewing existing system configurations, case management set-ups, workflow designs, customizations and change logs, and recommending a return to out-of-the-box functionality.
- Credibility with senior management; able to present difficult findings constructively.
- Excellent facilitation, writing and presentation skills.

- **Language Requirements:** Fluency in English is required. Knowledge of another UN language is an asset.

- **Desirables:**

- Experience in Administration, HR, travel or finance-related shared services is an asset.
- Professional certification in business analysis (CBAP or PMI-PBA), Lean Six Sigma (Black Belt preferred) or ITIL is highly desirable.
- Experience in the UN system or international organizations is an asset.