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TERMS OF REFERENCE

Process Redesign Consultant

CONTRACT MODALITY	Individual Consultancy
DUTY STATION	Kampala-Remote work
DURATION OF CONTRACT 11.5 Months	

Purpose of Assignment

The purpose of this consultancy is to review, understand and respond to the Uganda Country Office process-guidance needs and to establish clear, user-centred process flows that complement, but do not duplicate, replace or reinterpret UNICEF corporate policies and procedures. The consultant will strengthen UCO capacity in process design, process flowcharting, and process information management, while producing a coherent digital suite of practical guidance for all staff.

The assignment is temporary and deliverable-based. It will result in defined products, including an agreed process inventory and prioritisation framework; redesigned and validated process guidance; capacity-building resources; a fit-for-purpose SharePoint process-guidance environment; selected workflow automations and status dashboards; and a sustainable governance and handover model.

Scope of Work

2. Background and rationale

UCO depends on effective cross-functional processes to balance policy compliance, fiduciary risk management, delivery risk and timely results for children. Internal feedback highlights continuing opportunities to reduce bureaucracy, hierarchy, silos and repeated back-and-forth; strengthen collaboration between Programme, Operations, field offices and Kampala; clarify accountabilities and hand-offs; place greater emphasis on service timelines and bottleneck resolution; and shift from activity completion, such as sending an email, towards ownership of the end result.

The office therefore requires practical process guidance that makes corporate requirements easier to navigate and apply in the Uganda context without creating parallel policy. The guidance should help staff understand where a process starts and ends, who is accountable for each step, which decisions and controls apply, what information and templates are required, the expected service standards, and how progress can be monitored. The work should also improve the accessibility and governance of process information through a redesigned SharePoint landing page and linked pages.

The consultancy will apply user-centred and lean process-design principles, including understanding user needs, mapping the current state, identifying pain points and non-value-adding steps, clarifying roles and hand-offs, simplifying forms and guidance, testing proposed solutions, and supporting continuous improvement. It will also apply disciplined project management and change management practices so that redesigned processes are prioritised, documented, validated, adopted, measured and sustained.

3. Scope of work

The consultant will work under the overall supervision of the Deputy Representative Operations and in close collaboration with process owners, representative users, the Operations team, Programme sections, field offices, Digital Impact colleagues and other relevant stakeholders. The consultant will undertake the following

interrelated workstreams

3.1 Discovery, process inventory and prioritisation

• Conduct an inception phase to confirm objectives, stakeholders, governance, ways of working, assumptions, dependencies, risks, quality standards and the detailed 12-month delivery schedule.

• Review existing UCO process guidance, corporate procedures and policies, forms, templates, SharePoint content, workflow tools and related documentation. Clearly distinguish corporate source material from locally developed explanatory guidance.

• Develop an inventory and process hierarchy covering priority cross-functional processes, process owners, users, source policies/procedures, existing documentation, systems, pain points, risks, service standards and improvement opportunities.

• Use transparent criteria to support UCO in prioritising processes for redesign, considering user demand, strategic relevance, compliance and control risk, delivery impact, frequency, turnaround time, cross-functional complexity, duplication and automation potential.

• Establish a controlled backlog and decision log for all candidate processes and improvement requests

3.2 User research, current-state mapping and diagnosis

• Plan and facilitate interviews, focus groups, workshops, observation and document reviews with process owners and representative users, ensuring participation across Programme, Operations, field offices and Kampala as relevant.

• Map agreed current-state process flows from end to end, including triggers, inputs, roles, hand-offs, decisions, controls, systems, documents, service timelines, outputs and customer/user experience.

• Identify bottlenecks, unclear accountabilities, duplication, unnecessary approvals, repeated data entry, excessive email traffic, non-value-adding steps, control gaps, capability needs and barriers to timely delivery.

• Undertake proportionate root-cause analysis and baseline measurement for selected processes, including available turnaround-time, volume, wait-time, rework or backlog indicators.

• Validate findings with process owners and users before redesign.

3.3 Future-state process redesign and guidance products

• Co-design practical future-state process flows that balance timely delivery, user needs, segregation of duties, internal controls, policy compliance and fiduciary risk.

• Clarify process boundaries, accountable process owner, roles and responsibilities, hand-offs, decision rights, escalation pathways, service standards and performance indicators.

• Apply lean simplification, eliminating or reducing non-value-adding steps and duplication while preserving mandatory controls.

• For each prioritised process, develop the most appropriate combination of workflow chart, concise narrative guidance, checklist, roles/accountability matrix, standard template, quick-reference aid, frequently asked questions and links to authoritative corporate sources.

• Ensure local guidance does not reproduce lengthy corporate procedure text, create additional approvals without authority, or imply that UCO guidance supersedes corporate policy. Any ambiguity or potential conflict must be

escalated to the relevant process owner and policy custodian.

• Pilot and user-test redesigned guidance; maintain version control and an approval record; incorporate feedback before publication

3.4 SharePoint information architecture and content management

• Design and implement, with relevant UCO colleagues, a user-friendly SharePoint landing page for process-related information and guidance, with linked pages as appropriate.

• Migrate, rationalise or retire agreed legacy content and remove duplication, while preserving required records and authoritative source links.

• Ensure content is easy to find, concise, accessible, mobile-friendly where practicable, and clearly differentiated by process, audience, owner and status.

• Establish a sustainable content-governance model covering approval, publication, permissions, version control, scheduled review, change notification and maintenance.

3.5 Workflow automation, monitoring and dashboards

• Assess agreed process flows for automation readiness and define user, functional, data, control, security, privacy and reporting requirements before development.

• In coordination with UCO Digital Impact colleagues and process owners, support the design, configuration, testing and documentation of selected Microsoft 365 workflow solutions, using tools such as SharePoint, Microsoft Lists, Power Automate and Power BI where approved and appropriate.

• Design and support the development of accessible dashboards or status views that allow authorised users and managers to monitor progress, service standards and bottlenecks without creating unnecessary reporting burdens. For agreed dashboards, support design of automated reminders on key Country Office KPIs.

• Complete user acceptance testing, control and permission checks, technical documentation, owner training and handover before go-live. Automation will only proceed for flows agreed by UCO and within approved UNICEF platforms and governance requirements.

3.6 Capacity building, project management and change management

• Build practical capability among selected UCO staff and process owners in user-centred process design, process flowcharting, lean improvement, facilitation, process documentation, information management, testing and continuous improvement.

• Use a structured project-management approach with a project charter, work breakdown, delivery plan, milestones, responsibility matrix, progress reporting and benefits tracking.

• Develop and implement a proportionate change-management and adoption plan, including stakeholder analysis, change-impact assessment, sponsorship and process-owner engagement, communications, training, user support, feedback channels, readiness checks and reinforcement.

• Identify and support a network of process owners or champions who can maintain guidance, lead future improvements and reinforce adoption.

• Embed continuous-improvement arrangements, including feedback mechanisms, periodic process reviews, use of performance data and a prioritised improvement backlog.

4. Guiding principles and boundaries

• Corporate primacy: UNICEF policies, procedures, standards and authorised systems remain the primary source. UCO materials will explain, connect and operationalise them locally, not replace or reinterpret them.

• User-centred design: guidance and tools will be based on the needs, tasks and contexts of staff who use and manage the processes.

• One-office collaboration: redesign will bring together relevant functions and locations, with shared ownership of both compliance and timely delivery.

• Proportionality and simplicity: the level of documentation, control and automation will reflect risk, value, frequency and complexity.

• Control by design: mandatory controls, segregation of duties, data protection, records management, accessibility and information security will be considered from the outset.

• Evidence and validation: findings and designs will be tested with process owners and representative users, with approval and decisions documented.

• Sustainability: products will use maintainable formats, clear ownership and review cycles, and will transfer capability to UCO staff.

5. Deliverables, schedule and level of effort

The consultancy will comprise 100 working days over a 12-month period. The sequencing below is indicative and will be confirmed in the inception report. Exact calendar dates will be inserted when the contract start date is confirmed.

Work Assignments Overview	**Deliverables/Outputs**	**Delivery deadline to complete the deliverable**
1. Inception and mobilisation	Approved inception report and project charter covering scope, stakeholder map, governance, methodology, detailed schedule, communication and change approach, quality criteria, risks/issues/dependencies, decision and change-control arrangements.	31 January 2027
2. Discovery and prioritisation	Validated process inventory and hierarchy; review of existing guidance and SharePoint content; prioritisation criteria and agreed redesign backlog; baseline/diagnostic summary for	28 February 2027

	selected processes.	
3. Capacity-building foundation	Training package and facilitated learning sessions for designated UCO process owners/champions on user-centred design, process mapping, lean improvement, documentation, project management and change management; reusable tools and templates.	30 Apryl 2027
4. Redesigned process-guidance suite	Approved future-state designs for the agreed priority processes, including as appropriate workflow charts, concise narrative guidance, checklists, roles/accountability matrices, standard templates, service standards, escalation routes and corporate-source links. Includes user testing and documented approvals.	30 September 2027
5. SharePoint process hub Approved	Approved information architecture and live fit-for-purpose SharePoint landing page with linked pages; migrated/rationalised content; metadata, navigation, search terms, accessibility checks, content standards, ownership and review schedule.	30 September 2027
6. Selected automation and dashboards	For agreed automation-ready processes: approved requirements and solution designs; configured and tested workflows/status tracking; accessible dashboards or status views; UAT records; permissions/control checks; technical and user	31 October 2027

	documentation.	
7. Adoption, implementation and continuous improvement	Change-impact and adoption plan implemented; communications and learning resources; pilot/go-live support; user feedback and readiness findings; performance measures and improvement backlog; monthly progress reports consolidated.	30 November 2027
8. Final handover and completion Final	Final consultancy report; complete indexed repository of approved products and source files; process governance and maintenance model; lessons learned; benefits/status summary; residual risk and recommendation log; handover sessions completed.	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.
- Contracts are conditional upon the selected candidate's willingness to comply with any current or future vaccination requirements that may be established by UNICEF, where applicable. Failure to comply with applicable vaccination requirements, where required and without an approved medical exemption by UNICEF, may result in the withdrawal of the consultancy offer or termination of the contract in accordance with the General Terms and Conditions of Contract.
- 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 Qualifications required:Bachelors:An advanced university degree (Master's or equivalent) in business process management, business administration, operations management, industrial engineering, service design, information systems, organisational development, project management, change management or another relevant field. A first university degree combined with additional relevant professional experience may be accepted in lieu of an advanced degree.

Years of Experience/ Knowledge/Expertise/Skills required:
Work Experience:
• A minimum of 5 years of progressively responsible professional experience in business process analysis, process redesign, operational excellence, service design or a closely related field.
Language Requirements:
Excellent written and spoken English and strong stakeholder engagement, facilitation and documentation skills.
Knowledge/Expertise/Skills:
• Strong command of process-mapping notation and tools, user-centred design, service blueprinting, lean improvement, root-cause analysis, internal controls and continuous improvement.
• Ability to translate complex policy and procedural requirements into clear, practical user guidance without changing authoritative requirements.
• Strong analytical, facilitation, writing, visual communication, collaboration and stakeholder-management skills.
• Ability to manage multiple workstreams, maintain disciplined documentation and deliver high-quality products with limited supervision.

• Understanding of accessibility, data protection, information security, records management and governance considerations for digital process solutions.
• Demonstrated experience leading end-to-end process improvement assignments in complex, multi-stakeholder organisations, including current-state diagnosis, future-state design, testing, implementation and benefits measurement.
• Demonstrated experience developing user-centred process guidance, process maps, service blueprints, standard operating guidance, checklists and templates.
• Demonstrated experience designing or implementing SharePoint-based knowledge or process-information environments and Microsoft 365 workflow solutions. Practical experience with SharePoint, Microsoft Lists, Power Automate and Power BI is strongly preferred.
• Demonstrated project-management and change-management experience, including stakeholder engagement, risk and issue management, communications, training, adoption and handover.
• Experience facilitating cross-functional workshops and building the capability of process owners and users

Desirables:

• Experience with UN agencies, international development, government or another highly regulated environment is an asset.