



**Issuance Date: 9 February 2017**

**Deadline Date: 23 February 2017**

**Scheduled date for taking up appointment: ASAP**

# Terms of Reference for International Consultancy Services in Lean Six Sigma

---

## I. Background

The Regional Service Centre Entebbe (RSCE) was established in July 2010 following the General Assembly's approval in its resolution 64/269. In the context of Global Field Support Strategy (GFSS), a wide spectrum of services is envisaged for a shared service setting, and the strategy is guided by three over-arching principles:

1. DFS Headquarters would continue to set strategic direction, exercise oversight and take policy decisions, but be removed from the business of operational and transactional service delivery;
2. Global and regional service centres would take over the majority of operational and transactional functions, and;
3. The mission support component of field operations would thereby be reduced, with only location-dependent activities performed in the mission itself.

In line with the above, the RSCE manages location independent transactional functions transferred from peacekeeping (PKOs) and special political missions (SPMs) in Africa, and aims to achieve greater levels of efficiencies and effectiveness for support functions while reducing the missions' deployment footprints for support functions.

The RSCE serves approximately 20,500 personnel in the following client missions: MONUSCO, UNAMID, UNMISS, MINUSMA, UNISFA, MINUSCA, UNSOS, UNSOM, SEMG, SESG-GL, UNOCA and SASG-Burundi. The services currently offered by RSCE include check-in and check-out of civilian staff and uniformed personnel, education grant processing, training and conferences and non-location dependent transactional finance and human resources functions. Transport and movement control and CITS are out of scope of this review.

Being the largest service provider for administrative services for UN peacekeeping operations, the RSCE has now reached a stage of maturity where a review is needed to optimize its service provision. This purpose of this project, therefore, is to review, streamline and reengineer each Service Line utilizing the Lean Six Sigma tools and methodology to ensure the RSCE is able to provide efficient and effective services to its clients.

## **II. Scope of Work**

Under the direction of the Chief Regional Service Centre Entebbe, the Black Belt will perform the following:

1. Drive measurable improvements in the RSCE by leading Lean Six Sigma projects at varying levels of complexity by conducting reviews to re-engineer each Service Line within the RSCE structure. This would include workload assessments, determination of streamlined workflows, updated procedures and,
2. A review of the Key Performance Indicators (KPI), the methodology for measuring them and other related elements, for each Service Line, as well as for the RSCE overall.
3. Support the overall RSCE Business Process Improvement Initiative, including the change management and communications strategy, and deployment governance.
4. Advise on the best approach to optimise service improvement using LSS methodology over a period of 6 months.

## **III. Deliverables**

Lead at least 11 continuous improvement projects that include quick wins, kaizen events, and/or Lean Six Sigma projects over a period of 6 months to deliver the following:

1. Re-engineer Service Lines
2. Update Procedures
3. Review and update KPIs, individual KPIs and any other related elements.

## **IV. Expertise Required**

The Regional Service Centre will require the services of an experienced Business Process Reviewer with the following qualifications:

- Bachelor's degree preferably in management, business administration or related fields.
- Black Belt or Master Black Belt certification from recognized certifying body or organization in the LSS methodology and tools.

The following experience is also required:

- At least 5 years of progressively responsible experience in management; leadership and management of business process improvement projects, including: the design and development of LSS programmes; application of LSS methodology and tools; and, training of Black, Green and Yellow Belts in industry standard LSS methodology and tools.
- Prior work experience in leading LSS projects to improve complex administrative functions (human resources, finance, operations), preferably in a shared services environment.
- Previous experience with the United Nations and/or its Agencies, Funds and Programmes is desirable.
- Adeptness in the promotion and facilitation of continuous organizational improvement; demonstrated programme and project management skills; and, excellent training and presentation skills.

## **V. Duration and Payment**

Total duration is anticipated to be 6 months. Partial payment will be made upon the completion of the full review per Service Line.

### Required documents

- Signed Personal History Profile (visit <https://inspira.un.org> to generate a PHP)
- Latest performance evaluation report
- Copies of your highest certificate and diplomas

### ADDITIONAL COMMENTS

- All applicants are strongly encouraged to apply using a Personal History Profile (visit <https://inspira.un.org> to generate a PHP) as soon as possible after the job opening has been posted and well before the deadline stated in the job opening.
- **PLEASE NOTE THAT ONLY APPLICATIONS SUBMITTED TO THE EMAIL ADDRESS: [rsce2-recruitment@un.org](mailto:rsce2-recruitment@un.org) WILL BE CONSIDERED. NO HAND-DELIVERED APPLICATIONS WILL BE ACCEPTED.**
- **PLEASE ENTER THE REFERENCE OF TOR IN THE SUBJECT LINE OF YOUR E-MAIL.**
- All documents required must be provided at the time of submission. Each applicant must bear in mind that submission of incomplete or inaccurate applications may render that applicant ineligible for consideration. Initial screening and evaluation of applications will be conducted on the basis of the information submitted. Applications cannot be amended following submission.
- **PLEASE NOTE THAT ONLY SHORTLISTED CANDIDATES WILL BE CONTACTED FURTHER.**