



TERMS OF REFERENCE

Job title:	Institutional and Process Analyst for Case Management System
Duty Station:	Republic of Moldova, Chisinau
Reference to the project:	REDACT – Resilient Democracy through Anti-Corruption
Contract type:	Individual Contract
Assignment type:	National Consultant
Contract duration:	August – December 2026
Expected workload:	45 working days
Indicative starting date:	August 2026

1. Background

The Resilient Democracy through Anti-Corruption (REDACT) project is designed to reduce corruption threats to democratic resilience in Moldova. The project supports national authorities and civil society to detect, disrupt, and reduce impunity for criminal activity that threatens democratic resilience and electoral integrity. A central pillar of this work is strengthening inter-agency coordination, cohesion, and synergy among law enforcement, anti-corruption bodies, prosecutors, and judicial actors – enabling integrated investigations, joint intelligence sharing, and operational cooperation. Under REDACT, UNDP is convening a structured, five-month process to develop a stakeholder-endorsed Visioning Document for an integrated, independent case management system (CMS) for the National Anti-Corruption Centre (CNA) and the Prosecutor General's Office (PGO), including the specialized prosecution offices and the Criminal Assets Recovery Agency (CARA).

The introduction of interoperable case management systems will reduce handover failures between institutions, strengthen the track record of anti-corruption prosecutions, and sustain the improvements in investigative and judicial performance identified in the EU Commission's 2025 Moldova Progress Report.

The EU Commission's 2025 Progress Report specifically identifies three structural gaps that the current initiative is designed to address: the need to improve communication and coordination between CNA, APO, and other law enforcement agencies; the need for an automated case allocation system for prosecutors based on objective criteria; and the need to strengthen interoperability between automated verification systems and state registries, particularly in the context of asset recovery.

Moldova's national eGovernance ecosystem, including MConnect (the interoperability platform), the eGov4Dev shared services stack, and the Unified Design Model (Government Decision 677/2025) – provides a technically mature foundation for a CMS that is distributed, institution-owned, and interoperable with existing systems. The process will produce a Visioning Document that all key stakeholders can endorse and that the E-Governance Agency (AGE) can formally clear under Law 467/2003, providing the authoritative basis for a subsequent technical procurement.

In this regard, UNDP Moldova seeks to contract National institutional and process analyst (the Consultant) to provide specialised analysis and advisory support to the present initiative.

2. Objective and Expected Outputs

The expected output for the National Consultant's assignment is to provide expert support in the context of developing the Vision Document of the Case Management System (CMS).

The key output of the assignment, the Vision Document shall be the main source of information and ensure a detailed depiction of the scope of the Case Management System (CMS), stakeholders, processes, workflows and chain of coordination and subsequently be used in the development of the Technical Specifications and Technical Concept of the Case Management System (CMS) in line with the international best practices and requirements of the national legislation.

The Consultant is expected to:

- Carry out a desk review of the national regulatory framework covering the scope of work, functions and responsibilities of the CNA, PGO, APO, and CARA, other relevant stakeholders, of the national regulatory framework related to criminal investigations.
- Prepare a detailed work plan to be applied for the respective assignment;
- Carry out in collaboration with the UNDP National Consultants the mapping of stakeholders and their roles and responsibilities in the context of the future IT solution, including through substantive contributions to identifying the key institutions engaged in the criminal investigation, data exchange, as well as support to organisation and facilitation of discussions and consultations with the relevant stakeholders;
- Carry out the mapping of the current case internal and external workflows across CNA, PGO, APO, and CARA, as well as other relevant stakeholders identified based on the mapping of stakeholders identifying handover points, pain points, data duplication, and information gaps in the existing case management lifecycle;
- Develop in collaboration with the UNDP National and International Consultants, the "As Is" Process Analysis Report, based on the inventory of internal and external workflows, roles, functions and accountabilities within the stakeholders identified following the mapping. Throughout the analysis the consultant will also apply the once-only data entry principle to Moldovan justice sector workflows, identifying where data originates, how it should flow between institutions, and where duplication can be eliminated;
- Develop in collaboration with the UNDP National and International Consultants, the "To Be" Processes of the system must support, depicting the functional requirements for the CMS from the user perspective of each participating institution. It is expected that the "To Be" Processes be depicted considering the once-only data entry principle to Moldovan justice sector workflows, identifying where data originates, how it should flow between institutions, and where duplication can be eliminated, as well as provide recommendations on the existing workflows to be digitalised, as well as advise on new workflows, to be built within the institutions business processes, or in connection to other stakeholders as to ensure interinstitutional data exchange and interoperability.
- Draft the institutional and process chapters of the Visioning Document, including the functional scope, workflow architecture, case handover protocols, user role definitions, and change management considerations.
- Conduct in collaboration with the UNDP National and International Consultants participatory consultations* to collect feedback and validate findings and recommendations, as well as contributions to CMS Visioning Document by means of workshops and/or individual discussions with project stakeholders, E-Governance Agency, National Center for Personal Data Protection of the Republic of Moldova (NCPDP) and other relevant state institutions. For the scope of consultation, collection of feedback and coordination it is expected that at least 7 (seven) activities will be carried out, captured and reported to project team as part of formal deliverables.

3. Key Deliverables and Tentative Timetable

The Consultant will produce the following deliverables over the assignment period. All deliverables shall be submitted in both Romanian and English unless otherwise agreed with the supervising Project Analyst.

No.	Deliverables	Tentative Workload	Tentative deadline
1	Activity 1: Confirm scope, methodology, and coordination approach by reviewing available documentation, aligning with the CTA and IT Systems Analyst for CMS Architecture on division of labor, and preparing a detailed work plan covering key milestones, stakeholder interview plan, and assumptions. Deliverable 1: Inception Report and Detailed Work Plan Output specification. Minimum content: (i) confirmed scope, methodology, pertinent national legal framework; (ii) division of labour agreed with the CTA and the IT Systems Analyst for CMS Architecture; (iii) detailed work plan with key milestones and deadlines; (iv) stakeholder roles; (v) key assumptions and risks. Language: RO and EN. Format: editable .docx. Acceptance: submitted to and accepted by the UNDP REDACT Project Analyst in consultation with the CTA.	3 WD	15 August 2026
2	Activity 2: Conduct As-Is process mapping across CMS institutions through structured interviews and working sessions with CNA, PGO, APO, and CARA representatives, mapping current case workflows, inter-institutional handover points, data entry practices, and institutional roles across the case lifecycle. Deliverable 2: As-Is Process Analysis Report Output specification. Minimum content: (i) inventory of current internal and external case workflows/processes across CNA, PGO, APO and CARA; (ii) inter-institutional handover points; (iii) data entry practices and points of duplication; (iv) institutional roles, functions and accountabilities across the case lifecycle; (v) identified pain points, information gaps and risks. Language: RO and EN. Format: editable .docx with workflow diagrams; final version in track changes reflecting Working Group Workshop 1 feedback. Acceptance: submitted to and accepted by the UNDP REDACT Project Analyst in consultation with the CTA. <i>Note: A draft of the final report on this deliverable will be discussed and validated via a Working Group Workshop (#1). The working group will be arranged by the project team. The final report will incorporate feedback received during Working Group Workshop 1 (arranged by the Project) and be submitted in a track changes version reflecting validated adjustments</i>	12 WD	31 August 2026
3	Activity 3: Develop functional requirements and To-Be process design by translating As-Is findings into user-centred functional requirements for each institution and designing improved workflows reflecting the once-only data entry principle, inter-institutional case handover protocols, and reporting requirements. Deliverable 3: Functional Requirements and To-Be Process Design Document Output specification. Minimum content: (i) user-centred functional requirements per participating institution; (ii) To-Be workflows applying the once-only data entry principle; (iii) inter-institutional case handover protocols; (iv) reporting requirements; (v) recommendations on existing workflows to be digitalised and new workflows to be built. Language: RO and EN. Format: editable .docx with To-Be workflow diagrams; final version in track changes reflecting Working Group Workshop 2 feedback. Acceptance: submitted to and accepted by the UNDP REDACT Project Analyst in consultation with the CTA.	15 WD	30 September 2026

	<i>Validation: A draft of the final report on this deliverable will be discussed and validated via a Working Group Workshop (#2). The working group will be arranged by the project team. The final report will incorporate feedback received during Working Group Workshop 2 and be submitted in a track changes version reflecting validated adjustment.</i>		
4	Activity 4: Draft the institutional and process chapters of the CMS Visioning Document by consolidating findings from Deliverables 2 and 3 into the agreed business process architecture, incorporating inputs from the CTA and IT Systems Analyst for CMS Architecture. Deliverable 4: Institutional and Process Chapters of the CMS Visioning Document (Draft) Output specification. Minimum content: (i) consolidated business process architecture from Deliverables 2 and 3; (ii) functional scope; (iii) workflow/process architecture and case handover protocols; (iv) user role definitions; (v) change management considerations, incorporating inputs from the CTA and the IT Systems Analyst for CMS Architecture. Language: RO and EN. Format: editable .docx, presented at Working Group Workshop 3. Acceptance: submitted to and accepted by the UNDP REDACT Project Analyst in consultation with the CTA. <i>Note: The draft will be presented at Working Group Workshop 3 and submitted to UNDP for consolidation with the technical architecture chapters.</i>	10 WD	31 October 2026
5	Activity 5: Finalize institutional chapters and submit activity report by incorporating consensus from Working Group Workshop 3 and institutional endorsements, and preparing a final activity report summarizing all stages, findings, and recommendations. Deliverable 5: Final Institutional Chapters and Activity Report Output specification. Minimum content: (i) final institutional and process chapters incorporating Working Group Workshop 3 consensus and institutional endorsements; (ii) revised Deliverable 4 in track changes with beneficiary feedback; (iii) final activity report summarising all stages, findings and recommendations, including a log of the consultation activities held; (iv) technical annex on specifications for future procurement. Language: RO and EN. Format: editable .docx with annexes. Acceptance: submitted to and accepted by the UNDP REDACT Project Analyst in consultation with the CTA. <i>Note: The final report is to include the feedback received from the two above mentioned working groups as well as additional working groups sessions if such would be required to have a final vision document; (2) a revised version of deliverable 4 (in track changes) with additional feedback received from the beneficiaries;</i>	5 WD	30 November 2026

Note: Deliverables and the activity timeline may be amended or further specified for the purpose of the assignment, with the agreement of the supervising Project Analyst and CTA.

4. Institutional Arrangements

The assignment is planned for August – December 2026, covering maximum 45 working days.

The Consultant works under the direct supervision of the UNDP REDACT Project Analyst and under the overall guidance of the Chief Technical Advisor (CTA) for Electoral Support and Democratic Institutions, UNDP Moldova, who leads the process.

The Consultant coordinates directly with the CTA to ensure process analysis and technical architecture outputs are mutually reinforcing and converge into a coherent Visioning Document.

The Consultant will also work in close collaboration with the CMS Working Group, comprising representatives of CNA, PGO, APO, CARA, MAI/IGP, AGE, and the courts system. All working group meetings will be convened and facilitated by UNDP.

All communications and documentation related to the assignment will be in Romanian and English.

The UNDP REDACT project will provide administrative and logistical support for the organisation of workshops, meetings, and consultations envisaged under the assignment.

All deliverables shall be approved by the supervising Project Analyst in consultation with the CTA.

5. Financial Arrangements

Payments will be disbursed in several tranches upon the submission and approval of the deliverables, and a certification by UNDP CTA that the services have been satisfactorily performed.

The financial proposal shall specify a total lump sum amount, with payment terms structured around specific and measurable deliverables as outlined in Section 3. Payments will be made upon the successful approval of the deliverables as specified above.

To assist in the comparison of financial proposals, the financial proposal shall include a breakdown of the lump sum amount, including daily fee, taxes, communication costs, and the number of anticipated working days per deliverable.

The assignment does not envision travel within or outside the country. In the event such travel will be deemed required, travel costs will be covered by the project. For any travel undertaken independently by the Consultant to fulfil individual tasks or deliverables, the associated costs are the responsibility of the consultant.

6. Confidentiality

All materials provided to the Consultant and all proceedings within the consultancy contract shall be regarded as strictly confidential, both during and after the consultancy. This includes all institutional data, case workflow documentation, and stakeholder consultation outputs. Violation of confidentiality requirements may result in the immediate termination of the contract.

7. Qualifications and Skills Required

Academic qualifications

Bachelor's degree in law, public administration, management, social sciences, economics, or a related field. A Master's degree, MBA, MPA, or professional qualification in a relevant discipline is an advantage.

Experience and knowledge

- At least five (5) years of progressively responsible experience in process analysis, institutional design, management consulting, or governance reform in public sector contexts;
- Proven experience working with justice sector institutions in Moldova, including prosecution bodies (PGO, APO, PCCOCS), anti-corruption institutions (CNA, CARA), law enforcement (MAI/IGP), or courts;
- Proven experience producing structured process documentation – workflow diagrams, functional specifications, or requirements documents in institutional or governance reform contexts, demonstrated through at least two (2) previous assignments;
- Experience supporting digital transformation, case management reform, or business process redesign in justice or governance contexts;
- Familiarity with Moldova's criminal procedure framework (CPC), the institutional mandates of CMS Working Group participants, and the legal basis for inter-institutional data sharing;
- Previous professional experience working with international organisations or international management consultancies, including UN agencies, EU bodies, Council of Europe, USAID, World Bank, OSCE, or firms such as Deloitte, PwC, KPMG, or McKinsey, in a governance, rule of law, or justice sector reform context.

Competencies

- Strong analytical skills and ability to structure complex information into clear and actionable outputs ;
- Knowledge of public sector governance, institutional reform, and business process management principles and methodologies;
- Ability to present process analysis findings clearly to both institutional leaders and technical specialists;
- Ability to work effectively in a small, interdisciplinary team, integrating process analysis with technical architecture outputs;
- Commitment to gender equality and social inclusion, with demonstrated ability to consider gender dimensions in institutional design and stakeholder engagement processes.

Languages

- Fluency in Romanian (verbal and written) is mandatory;
- Knowledge of English is an advantage.

8. Documents to be Included When Submitting Proposals

Interested individual consultants must submit the following documents to demonstrate their qualifications:

- Offeror's Letter to UNDP confirming interest and availability for the Individual Contractor (IC) assignment, incorporating the Financial Proposal (Annex 2). The signed version of the filled-in Offeror's Letter shall be uploaded. Annex 2, incorporating the Financial Proposal, shall be filled in mandatorily and include the detailed breakdown of costs supporting the all-inclusive financial proposal. The Financial Proposal shall be additionally submitted directly in the system. Please ensure there are no mathematical errors and that amounts from the Offeror's Letter match the offer in the system.
- Duly completed and updated personal CV and at least three (3) professional references. The CV must include sufficient detail to enable evaluation against the criteria in Section 9, specifically: (a) academic qualifications and field of study; (b) total years of experience in process analysis, management consulting, or institutional reform, with dates and roles; (c) justice sector institutions worked with or within in Moldova, with description of engagement; (d) specific process mapping, workflow analysis, or functional requirements assignments, with outputs produced; (e) any experience in digital transformation or case management reform in justice or governance contexts; and (f) where applicable, international organisations or management consultancies engaged with, and nature of engagement;
- Technical proposal, including a brief description of relevant experience, proposed approach, and methodology for the completion of the assignment.

Incomplete applications will not be considered.

Important notice: Applicants who have the status of Government Official or Public Servant prior to appointment will be asked to submit: (a) a no-objection letter from the Government; and (b) written certification from the Government that the applicant is on official leave without pay for the entire duration of the Individual Contract.

9. Evaluation

Individual consultants will be assessed based on the following methodology.

Minimum qualification criteria

- Bachelor's degree in law, public administration, management, social sciences, economics, or a related field. A Master's degree, MBA, MPA, or professional qualification in a relevant discipline is an advantage;
- At least five (5) years of progressively responsible experience in process analysis, institutional design, management consulting, or governance reform in public sector contexts.

- Citizenship of the Republic of Moldova

Cumulative analysis

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as: (a) responsive, compliant, and acceptable; and (b) having received the highest aggregate score from the pre-determined set of weighted technical and financial criteria.

- Technical Criteria weight – 60% (300 pts)
- Financial Criteria weight – 40% (200 pts)

Only candidates obtaining a minimum of 210 points on the technical evaluation will be considered for the Financial Evaluation.

Criteria	Scoring	Maximum Points
<u>Technical Evaluation (210)</u>		
Academic qualification in law, public administration, management, social sciences, economics, or a related field	Bachelor's degree – 10 pts; Master's degree or higher – 15 pts	15
Minimum five (5) years of progressively responsible experience in process analysis, institutional design, management consulting, or governance reform in public sector contexts	5 years – 50 pts; each additional year – 5 pts; up to max. 70 pts	70
Proven experience working with justice sector institutions in Moldova, including prosecution bodies, anti-corruption institutions, law enforcement, or courts (CNA, PGO, PCCOCS, CARA, MAI/IGP, courts, or Ministry of Justice)	1 institution – 20 pts; each additional institution – 10 pts; up to max. 50 pts	50
Proven experience producing structured process documentation – workflow diagrams, functional specifications, or requirements documents in institutional or governance reform contexts, demonstrated through at least two (2) previous assignments	2 assignments – 20 pts; each additional assignment – 5 pts; up to max. 40 pts	40
Experience supporting digital transformation, case management reform, or business process redesign in justice or governance contexts	1 assignment – 10 pts; each additional – 5 pts; up to max. 20 pts	20
Previous experience working with international organisations or international management consultancies (UN agencies, EU bodies, Council of Europe, USAID, World Bank, OSCE, Deloitte, PwC, KPMG, McKinsey, or equivalent) in a governance, rule of law, or justice sector context – advantage criterion	each engagement – 2.5 pts; up to max. 10 pts	10
Belonging to groups under-represented in UN Moldova (persons with disabilities, LGBTI, ethnic/linguistic minorities, people living with HIV, religious minorities, refugees and other non-citizens) – please specify in CV	(No – 0 pts; one group – 2.5 pts; two or more groups – 5 pts)	5
<u>Interview evaluation criteria (90 pts)</u>		
Only the first 5 applicants that have accumulated the highest technical score shall be invited to the interview.		
Familiarity with Moldova's criminal procedure framework (CPC), the institutional mandates of CMS Working Group participants, and the legal basis for inter-institutional data sharing;	Strong – 50 up to pts., satisfactory – up to 35 pts., limited – up to 10 pts., no – 0 pts	50

Strong analytical skills and ability to structure complex information into clear and actionable outputs	Strong – 20 up to pts., satisfactory – up to 15 pts., limited – up to 5 pts., no – 0 pts	20
Ability to present process analysis findings clearly to both institutional leaders and technical specialists	Strong – 15 up to pts., satisfactory – up to 10 pts., limited – up to 5 pts., no – 0 pts	15
Language proficiency: Fluency in Romanian and English	2.5 pts each	5
Maximum Total Technical Score: 300 pts		
Financial Evaluation Evaluation of submitted financial offers will be done based on the following formula: $S = F_{min} / F \times 200$ S – score received on financial evaluation; F_{min} – lowest qualifying financial offer; F – financial offer under consideration.		

The winning candidate will be the candidate who has accumulated the highest aggregated score (technical scoring + financial scoring).