



TERMS OF REFERENCE

Job title:	International consultant on Justice Sector Case Management System
Duty Station:	Home-based with three missions to Chişinău, Republic of Moldova
Reference to the project:	REDACT – Resilient Democracy through Anti-Corruption
Contract type:	Individual Contract
Assignment type:	International Consultant
Contract duration:	August 2026 – December 2026
Expected workload:	20 working days (out of which up to 12 days in-country)
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 such as Anti-corruption Prosecution Office (APO), Prosecution Office for Combating Organized Crime and Special Cases (PCCOCS) 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 Report¹.

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. The Diagnostic Study developed in the framework of REDACT project comes to confirm this vulnerability by outlining the current CNA interoperability limitations.

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 engage an International Consultant to provide international expertise, comparative analysis, and quality assurance support for the development and institutional validation of the CMS Visioning Document.

2. Objective and Scope of Work

¹ https://enlargement.ec.europa.eu/moldova-report-2025_en

The expected output for the International Consultant's assignment is to provide expert advisory and quality assurance support to the CMS Working Group and UNDP Moldova in the development of the Visioning Document for the future CMS ecosystem.

The Visioning Document shall serve as the principal strategic and technical reference document describing the future CMS ecosystem, including its institutional scope, governance arrangements, business processes, interoperability requirements, stakeholder responsibilities, and implementation principles.

Under the overall supervision of the UNDP REDACT Project Analyst and in close collaboration with the Chief Technical Advisor, the International Expert is expected to:

- Prepare an Inception Report and detailed work plan for the assignment.
- Provide structured comparative analysis of distributed, interoperable justice sector CMS architectures in relevant member-states (such as EU and Council of Europe member states), applied specifically to the CMS context and the institutional realities of Moldova's anti-corruption and criminal justice system.
- Develop in collaboration with the National UNDP Consultants, the As is Workflows' Analysis Report. Review and provide written quality assurance on the As is Workflows' Analysis Report developed by the National UNDP Consultants, based on the inventory of workflows, roles, functions and accountabilities within the national law enforcement agencies and other stakeholders (identified following the mapping) engaged in the investigation, prosecution, adjudication and asset recovery chain in the context of the future CMS ecosystem.
- Develop in collaboration with the National UNDP Consultants, the To Be Workflows, review and provide written quality assurance on the To Be Workflows, developed in collaboration with the National UNDP Consultants, depicting the roles, functions and accountabilities of stakeholders in the context of implementation of the future CMS ecosystem and its associated interoperable case management environment. In the process of developing the To Be Workflows the consultant shall ensure transposition of EU requirements and standards related to criminal justice cooperation, digital case management, interoperability, electronic evidence exchange, data protection, asset recovery, and information exchange between law enforcement and prosecution authorities, while ensuring compliance with applicable national legislation.
- Develop, provide quality assurance and technical review of, in collaboration with the UNDP National Consultants and CMS Working Group members, the Visioning Document on the future CMS ecosystem, describing institutional vision, scope, objectives, governance model, interoperability approach, business architecture, information exchange principles, implementation roadmap, and expected benefits of the future ecosystem. The document shall also include proposals on conceptual architecture, including recommended technology, including in the context of the Enterprise Architecture Framework of the Republic of Moldova, as well as address the requirements, governance arrangements, and interoperability mechanisms necessary for the exchange of data between beneficiary institutions of the CMS ecosystem and other relevant public authorities and state information resources, in line with European interoperability principles and national legal requirements. The Visioning Document shall be developed and validated in close coordination with the CMS Working Group, including representatives of CNA, PGO, APO, PCCOCS, CARA, the E-Governance Agency (AGE), the National Centre for Personal Data Protection (NCPDP), and other relevant public institutions, as appropriate. The Visioning Document shall be aligned to the provisions of the Criminal Procedure Code of the Republic of Moldova, Law No. 467/2003 on Informatization and State Information Resources, personal data protection legislation, and other relevant sectoral legislation. and provide a comparative assessment of the proposed CMS architecture options and governance model against relevant European reference systems.
- Support and provide quality assurance for the participatory consultations to collect feedback and validate the Visioning Document for the future CMS ecosystem through workshops and/or bilateral discussions organised by UNDP and the CMS Working Group with members of the CMS Working Group, the E-Governance Agency (AGE), the National Centre for Personal Data Protection (NCPDP), and other relevant public institutions. Participate in and provide quality assurance support for all three CMS stakeholder workshops, ensuring that the process is methodologically sound and that workshop outputs meet the standards required for a credible and institutionally endorsed Visioning Document. These consultations are structured around the three (3) CMS stakeholder workshops and the associated bilateral and validation meetings held during the three in-country missions.

- Provide written quality assurance sign-off on the final endorsed Visioning Document, including recommendations for the subsequent Concept development, Technical Specifications preparation, and procurement stages.
- The Consultant shall work remotely for non-mission days and undertake three in-country missions to Chişinău, Republic of Moldova, each aligned with one of the three CMS stakeholder workshops and associated consultation activities.

3. Deliverables and Timeframe

Deliverable	Working Days	Out of which Minimum Days in country	Tentative Timeframe
Deliverable 1: Inception and Comparative Assessment Package. Inception Report and Comparative Assessment Package, including: - Detailed methodology and workplan; - Comparative assessment of distributed and interoperable justice sector case management systems; - Review of governance and interoperability models used in EU and Council of Europe member states; - Analysis of lessons learned and applicability to the Moldovan context; - Initial recommendations for the CMS ecosystem. Acceptance specifications: Output: one consolidated Inception and Comparative Assessment Report in editable .docx (English), with annexes (list of systems benchmarked and source references). Measurable content: detailed methodology and workplan; comparative benchmarking of at least [three (3)] distributed, interoperable justice-sector case management systems from EU or Council of Europe member states; and prioritised initial recommendations. Indicative minimum length: [10] pages excluding annexes. Acceptance: submitted and accepted in writing by the UNDP REDACT Project Analyst in consultation with the CTA, prior to Workshop 1. <i>Note: Fulfills Scope of Work items (a) Inception Report and detailed work plan and (b) comparative analysis of distributed, interoperable justice-sector CMS architectures in EU and Council of Europe member states. The report provides the analytical framework and international reference models for Working Group Workshop 1. It is submitted for approval prior to Workshop 1 and presented by the Consultant at that workshop. Working Group Workshop 1 is arranged by the Project team.</i>	5 WD		25 August 2026
Deliverable 2: Diagnostic Assessment and As-Is Review Package. Includes: - Technical review and quality assurance assessment of As-Is analysis outputs; - Review of institutional and process mapping findings; - Review of legal and regulatory mapping outputs; - Assessment of workflow completeness and consistency; - Identification of institutional, procedural, and interoperability gaps; - Recommendations for future-state design. - Participation in at least two (2) consultation meetings and Workshop 1. Acceptance specifications: Output: one Diagnostic and As-Is QA Review Report in editable .docx (English). Measurable content: written technical review of the As-Is analysis, institutional and process mapping, and legal and regulatory mapping outputs; a documented register of institutional, procedural and interoperability gaps; and prioritised recommendations for future-state design. Indicative minimum length: [8] pages. Acceptance: submitted	4 WD	3-4 WD	31 August 2026

following Workshop 1 and accepted in writing by the UNDP REDACT Project Analyst in consultation with the CTA. <i>Note: Fulfills Scope of Work item (c) review and quality assurance of the As-Is Workflows Analysis Report prepared by the national consultants, and item (f) participation in and quality assurance of Working Group Workshop 1. A draft of this deliverable is discussed and validated via Working Group Workshop 1 (arranged by the Project team). The final report incorporates the feedback received during Workshop 1 and is submitted in a track-changes version reflecting the validated adjustments, following Workshop 1 and prior to Workshop 2.</i>			
Deliverable 3: Future-State Design and Architecture Review Package. Includes: - Comparative review of proposed future-state workflows; - Assessment of interoperability approaches and architecture options; - Review of functional requirements and governance arrangements; - Comparative assessment against relevant European reference systems; - Recommendations regarding the structure and content of the Draft Visioning Document. - Participation in at least two (2) consultation meetings and the Workshop 2. Acceptance specifications: Output: one Future-State Design and Architecture QA Review Report in editable .docx (English). Measurable content: comparative review of the proposed To-Be workflows and of at least [two (2)] interoperability and architecture options, assessed against relevant European reference systems, together with recommendations on the structure and content of the Draft Visioning Document. Indicative minimum length: [8] pages. Acceptance: submitted following Workshop 2 and accepted in writing by the UNDP REDACT Project Analyst in consultation with the CTA. <i>Note: Fulfills Scope of Work item (d) review and quality assurance of the To-Be Workflows, including verification of the transposition of EU requirements and standards, and item (f) participation in and quality assurance of Working Group Workshop 2. A draft of this deliverable is discussed and validated via Working Group Workshop 2 (arranged by the Project team). The final report incorporates the feedback received during Workshop 2 and is submitted in a track-changes version reflecting the validated adjustments, following Workshop 2 and prior to Workshop 3.</i>	4 WD	3-4 WD	30 September 2026
Deliverable 4: Draft Visioning Document Review Package. Includes: - Comprehensive quality assurance review of the Draft Visioning Document; - Review of consistency between legal, institutional, business, and technical dimensions; - Assessment of interoperability and governance arrangements; - Comparative analysis against European reference models; - Recommendations for finalisation and institutional endorsement. - Participation in at least two (2) consultation meetings and the Workshop 3. Acceptance specifications: Output: one Draft Visioning Document QA Review Report in editable .docx (English), with a consolidated comments log. Measurable content: comprehensive QA review of the Draft Visioning Document covering consistency across legal, institutional, business and technical dimensions, interoperability and governance arrangements, benchmarked against European	4 WD	3-4 WD	31 October 2026

reference models, with a consolidated list of recommendations for finalisation and endorsement. Indicative minimum length: [8] pages plus comments log. Acceptance: submitted following Workshop 3 and accepted in writing by the UNDP REDACT Project Analyst in consultation with the CTA. <i>Note: Fulfils Scope of Work item (e) quality assurance of, and contribution to, the Visioning Document, and item (f) participation in and quality assurance of Working Group Workshop 3. A draft of this deliverable is discussed and validated via Working Group Workshop 3 (arranged by the Project team). The final report incorporates the feedback received during Workshop 3 and is submitted in a track-changes version reflecting the validated adjustments, following Workshop 3 and prior to institutional endorsement of the Visioning Document.</i>			
Deliverable 5: Final Visioning Document Validation and Strategic Recommendations. Includes: - Written quality assurance sign-off of the final endorsed Visioning Document; - Assessment of readiness for Concept and Technical Specification development; - Identification of implementation risks and mitigation measures; - Recommendations for procurement and implementation phases; - Final Assignment Report summarising comparative findings, lessons learned, and strategic recommendations. Acceptance specifications: Outputs: (i) a written QA sign-off note on the final endorsed Visioning Document; and (ii) the Final Assignment Report, both in editable .docx (English). Measurable content: readiness assessment for Concept and Technical Specification development; a register of implementation risks with mitigation measures; and recommendations for the procurement and implementation phases. Indicative minimum length: sign-off note [2] pages; Final Assignment Report [6] pages. Acceptance: submitted following institutional endorsement of the Visioning Document and accepted in writing by the UNDP REDACT Project Analyst in consultation with the CTA. <i>Note: Fulfils Scope of Work item (g) written quality assurance sign-off on the final endorsed Visioning Document, with recommendations for the subsequent Concept development, Technical Specifications preparation and procurement stages. Submitted following institutional endorsement of the Visioning Document. No Working Group Workshop is associated with this deliverable, which formally concludes the assignment.</i>	3 WD		30 November 2026
Total Working Days	20 WD	Up to 12 WD	

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

Level of effort: The assignment is planned for August – December 2026. The Consultant is expected to work up to 20 working days, of which up to 12 days will be spent in-country across three missions.

Management and supervision: The Consultant reports to the UNDP REDACT Project Analyst, with substantive oversight by the Chief Technical Advisor (CTA) for Electoral Support and Democratic Institutions, UNDP Moldova.

Coordination: The Consultant works in close coordination with the three national consultants – National IT Consultant (Technical Architecture), National Consultant (Institutional and Process Analyst), and National Legal and Regulatory Analyst – reviewing and providing written feedback on their outputs at each stage. Coordination with national consultants will be managed through the CTA.

Access: UNDP will provide the Consultant with the necessary access, information, and materials for the fulfilment of the envisaged tasks. All deliverables shall be approved by the UNDP REDACT Project Analyst in consultation with the Chief Technical Advisor.

Translation will be arranged by UNDP when required.

Communications: All communications and documentation related to the assignment will be in English. All communications with national partners, stakeholders, and CMS Working Group members shall be coordinated in advance with the CTA and Project Analyst, who shall be included in copy on all substantive written exchanges.

5. Financial Arrangements

The financial proposal shall specify a total lump sum amount, calculated based on professional fee per working day only, and payment terms structured around specific and measurable deliverables. Payment will be made upon the successful completion and approval of each deliverable. 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.

6. Duty Travel

The Consultant is expected to perform duties remotely and in Chişinău, Republic of Moldova (12 days across three missions). All official travel required under this assignment will be arranged and covered by the project, in accordance with UNDP's travel policies and procedures, including compliance with applicable travel entitlements, modalities for booking, and reimbursement provisions. Travel costs include economy class airfare for three return trips to Chişinău.

The table below presents the provisional mission schedule. Final dates will be agreed and approved with the Project Analyst.

Mission	Related Deliverable	Mission Purpose	Min Days in Moldova	Provisional Travel Period
1	Deliverable 2	Participation in and QA of Workshop 1. Bilateral consultations with the CTA and national consultants to review As-Is diagnostic findings. Presentation of comparative benchmarking findings to the CMS Working Group.	3-4 days	August 2026
2	Deliverable 3	Participation in and QA of Workshop 2. Review of interoperability architecture options and functional requirements with the national consultants. Comparative assessment presented to the CMS Working Group.	3-4 days	September 2026
3	Deliverable 4	Participation in and QA of Workshop 3. QA review of draft Visioning Document with the national consultants and CTA. Support for institutional endorsement process.	3-4 days	October 2026

7. Confidentiality

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

8. Experience and Qualifications

Academic Qualifications

- Master's degree in law, public administration, information technology, computer science, economics or a related field. A post-graduate specialisation or additional qualifications in justice sector digitalisation, e-governance, or information systems is an asset.

Years and Sphere of Experience

- A minimum of 10 years of progressively responsible experience in justice sector case management system design, implementation, advisory, or quality assurance in EU or Council of Europe member states;
- Proven experience with distributed, interoperable justice sector case management systems, including police, prosecution, anti-corruption, asset recovery, or court information systems;
- Proven experience conducting quality assurance, architecture review, institutional review, or technical advisory assignments in justice sector digitalisation projects, including the review of technical outputs and provision of structured written recommendations, demonstrated through at least one (1) previous assignment;
- Experience working with EU institutions, Council of Europe (including CEPEJ or Venice Commission), or other European bodies on justice sector digitalisation, case management reform, or interoperability standards is an advantage;
- Knowledge of EU accession or Eastern European justice sector reform contexts, including familiarity with the institutional and legal challenges of digital integration between constitutionally distinct justice institutions;
- Experience working in multi-stakeholder environments involving law enforcement, prosecution, anti-corruption bodies, and courts.

Competencies

- Deep expert knowledge of distributed, interoperable justice sector architectures and the governance frameworks that sustain them in EU and Council of Europe member states;
- Demonstrated ability to conduct structured comparative analysis and translate international lessons into actionable recommendations for a specific national context;
- Proven experience (at least three assignments) delivering written quality assurance reviews of technical and institutional outputs in complex, multi-stakeholder reform processes;
- Strong analytical and communication skills, including the ability to present comparative findings clearly to institutional leaders, technical specialists, and multi-stakeholder working groups;
- Ability to facilitate multi-stakeholder processes, build consensus, and navigate institutionally sensitive environments;
- Strong professional credibility and impartiality, demonstrated through internationally recognised contributions to justice sector digitalisation (e.g. publications, policy documents, expert participation in international forums);
- Commitment to gender equality and social inclusion, with demonstrated ability to consider gender and equity dimensions in institutional design and reform processes.

Languages

- Excellent written and verbal communication skills in English are mandatory;
- Knowledge of Romanian and/or Russian is a strong asset.

9. Documents to be Included When Submitting Proposals

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

- Signed and filled-in Offeror's Letter to UNDP confirming interest and availability for the Individual Contractor (IC) assignment, incorporating the Financial Proposal in Annex 2 (in USD, specifying a total requested amount per working day, including all related costs such as fees and

communication costs). Annex 2 shall be filled in mandatorily and include the detailed breakdown of costs supporting the all-inclusive financial proposal;

- Motivation Letter explaining why the applicant is the most suitable for the assignment, including previous experience in similar projects. Please provide brief information on each of the qualifications listed in Section 8, item by item, including information and links or copies of documents for similar comparative studies or QA assignments;
- CV and at least three (3) professional references. The CV must include sufficient detail to enable evaluation against the criteria in Section 10, specifically a) experience in justice sector digital case management system design, implementation, advisory, or quality assurance, b) experience with distributed, interoperable justice sector case management architectures, c) experience conducting quality assurance, architecture review, institutional review, or technical advisory assignments in justice sector digitalisation projects, d) Experience working with EU institutions, Council of Europe (including CEPEJ or Venice Commission), or other European bodies on justice sector digitalisation, case management reform, or interoperability standards, e) Knowledge of EU accession or Eastern European justice sector reform contexts.

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.

10. Evaluation Method

Individual consultants will be assessed based on the following methodology.

Minimum qualification criteria

- Master's degree in law, public administration, information technology, computer science, or a related field;
- A minimum of 10 years of progressively responsible experience in justice sector case management system design, implementation, advisory, or quality assurance in EU or Council of Europe member states.

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 score out of a 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
Technical Evaluation (145 pts)		
Master's degree in law, public administration, information technology, computer science, economics or a related field.	Master's degree – 10 pts; additional post-graduate specialisation or qualifications in justice sector digitalisation, e-governance, or information systems – 10 pts	20
A minimum of 10 years of progressively responsible experience in justice sector digital case management system design,	10 years – 20 pts; each additional year – 5 pts; up to max. 40 pts	40

implementation, advisory, or quality assurance in EU or Council of Europe member states.		
Demonstrated experience with distributed, interoperable justice sector case management architectures (police, prosecution, anti-corruption, asset recovery, courts).	1 assignment/system – 20 pts; each additional assignment/system – 5 pts; up to max. 30 pts	30
Proven experience conducting quality assurance, architecture review, institutional review, or technical advisory assignments in justice sector digitalisation projects	1 assignment – 15 pts; each additional assignment – 5 pts; up to max. 30 pts	30
Experience working with EU institutions, Council of Europe (including CEPEJ or Venice Commission), or other European bodies on justice sector digitalisation, case management reform, or interoperability standards.	Each engagement – 5 pts; up to max. 20 pts	20
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
Interview evaluation criteria (155 pts) Only the first 5 applicants that have accumulated the highest technical score shall be invited to the interview.		
Knowledge of distributed, interoperable justice sector architectures and the governance frameworks that sustain them in EU and Council of Europe member states	Strong – 50 up to pts., satisfactory – up to 30 pts., limited – up to 15 pts., no – 0 pts	50
Ability to conduct structured comparative analysis and translate international lessons into actionable recommendations for a specific national context;	Strong – 40 up to pts., satisfactory – up to 20 pts., limited – up to 10 pts., no – 0 pts	40
Strong analytical and communication skills, including the ability to present comparative findings clearly to institutional leaders, technical specialists, and multi-stakeholder working groups	Strong – 35 up to pts., satisfactory – up to 20 pts., limited – up to 10 pts., no – 0 pts	35
Knowledge of EU accession or Eastern European justice sector reform contexts, including familiarity with the institutional and legal challenges of digital integration between constitutionally distinct justice institutions.	Strong – 25 up to pts., satisfactory – up to 15 pts., limited – up to 10 pts., no – 0 pts	25
Language proficiency	English (mandatory) – 3 pts; Romanian and/or Russian – 1 pt each	5
Total Technical Score: 300 pts		
Financial Evaluation		
Evaluation of submitted financial offers will be done based on the following formula: S = Fmin / F × 200		200

S – score received on financial evaluation; Fmin – the lowest financial offer out of all submitted offers qualified over the technical evaluation round; F – financial offer under consideration.	
Total Technical and Financial Score: 500 pts	

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