United Nations Development Programme

TERMS OF REFERENCE

Job title:	International Expert to support the Ministry of Labour and Social Protection in the conceptualization of a data warehouse system
Duty Station:	Hybrid (home-based with travel to the Republic of Moldova, Chisinau)
Reference to the project:	Digital Transformation of Social Protection
Contract type:	Individual Contract (IC)
Assignment type:	International Consultant
Contract duration:	January 2026 – December 2026
Expected workload:	71 working days
Indicative starting date:	1 January 2026

1. BACKGROUND

Over the past decade, the Ministry of Labour and Social Protection of the Republic of Moldova (MLSP) has developed more than 14 separate information systems to manage various social protection programs, benefits, and services. These systems were built independently, using different technologies and data structures, resulting in fragmented processes, duplicated data, and limited interoperability.

Currently, citizens often need to submit the same documents multiple times when applying for different benefits, while case managers and policymakers lack unified access to beneficiary data. This situation affects the Ministry's capacity to:

- Deliver timely and coordinated social assistance
- Conduct evidence-based policymaking
- Monitor geographic inequalities in accessing social services
- Identify fraud and overlapping benefits

To address these challenges, the United Nations Development Programme (UNDP) in Moldova has committed to support the MLSP, under the "Digital Transformation of Social Protection" Project, in developing a new, integrated Information System – eSocial - for delivery of social protection services in a more coherent, accessible, and resilient way, enhancing the Ministry's ability to meet existing demands and adapt to future changes. The Information System eSocial shall become an integrated digital platform to the MLSP designed to unify existing information systems and a single access window to ensure seamless coordination across social assistance programs, departments, and stakeholders. The schematic high-level architecture of Information System eSocial is presented in Figure 1 below.

The eSocial system will:

- Integrate MLSP's fragmented systems into a single source of truth
- Provide secure and standardized data flows across social services
- Enable real-time interoperability with national government services, including MPass, MNotify, MLog, MPay, MCloud, and others

- Support a shock-responsive, citizen-centered social protection system

To advance the eSocial objectives, and in line with the system architecture, the Ministry is preparing to develop a centralized Data Warehouse (DWH) system. The DWH will act as the core analytical and reporting backbone module under eSocial, consolidating data from multiple systems, enabling data-driven policymaking, and supporting cross-governmental collaboration.

To ensure the successful design, procurement, and implementation of the DWH system, UNDP is seeking an International Data Warehouse Systems Expert who will provide strategic and technical guidance throughout the entire lifecycle of delivery of the DWH solution, including development of Terms of Reference (TORs) for and the software requirements, supervising delivery stages, and providing quality assurance of deliverables.
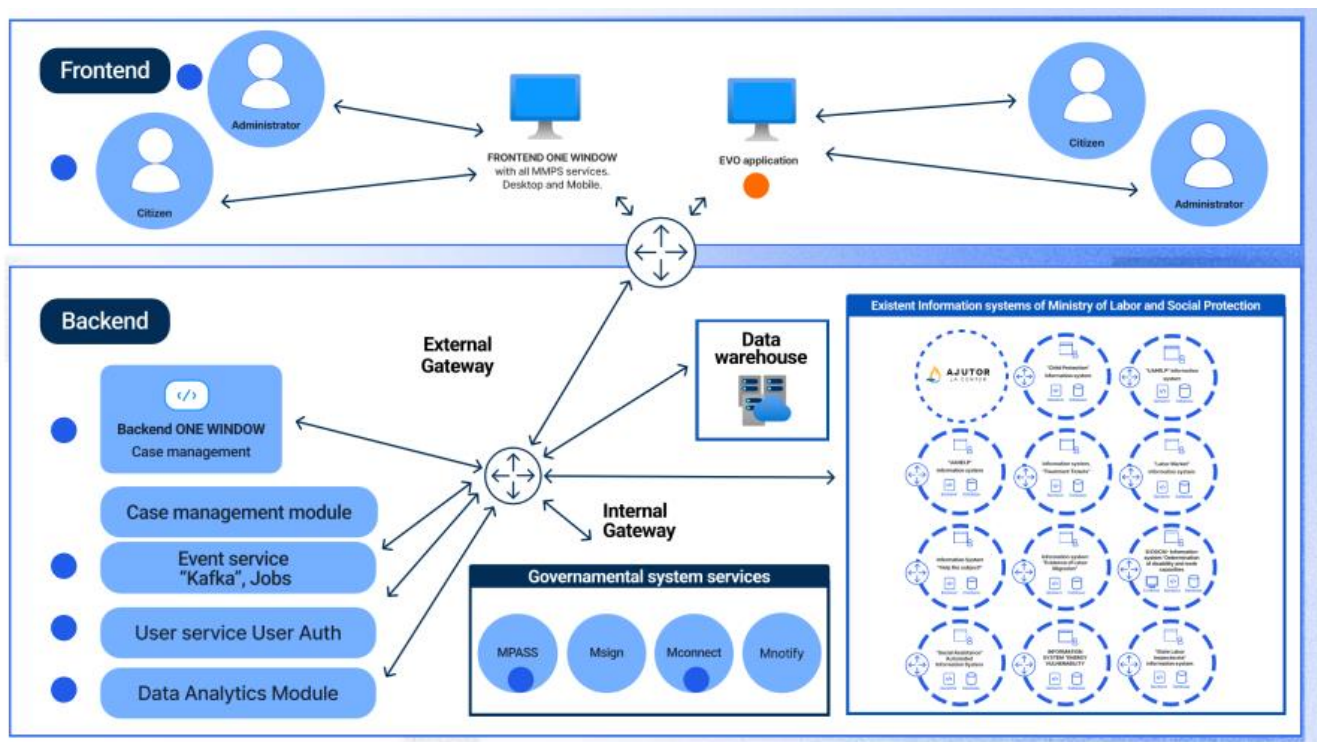

Figure 1. Schematic representation of the architecture of the Information System eSocial

2. OBJECTIVE AND EXPECTED OUTPUTS

The objective of the assignment is to support the Ministry of Labour and Social Protection and UNDP Moldova in establishing an integrated Data Warehouse System that consolidates heterogeneous data sources and provides governed analytics for decision-making needs of the eSocial system and broader social protection ecosystem. The Data Warehouse System shall deliver transparent, auditable analytics that meet the functional and non-functional, security, interoperability and data-governance requirements defined herein.

The Expert will provide high-level advisory and technical support across the full lifecycle of delivery of the DWH system, ensuring that it is well-architected, standards-compliant, and functionally aligned with the Ministry's strategic goals. This will involve consolidating data flows from legacy systems, ensuring interoperability with national data platforms, and establishing the foundations for advanced analytics and reporting across social protection services.

The expected outputs and responsibilities of the Expert include:
- Needs Assessment and DWH System Design Support

- o Conduct an in-depth review of existing MLSP systems and data sources, using prior internal and external assessments as inputs, to identify opportunities and constraints for DWH implementation.
  - o Provide recommendations on the optimal architecture, data models, metadata strategy, and integration patterns in line with local regulations on Data Protection, GDPR and international best practices.
  - o Contribute to defining clear, actionable system requirements aligned with the Ministry's data-driven reform agenda and use cases such as case management, policy evaluation, and monitoring.
- Support to Procurement Process
  - o Assist the development of the Terms of Reference (ToR) for the procurement of development services for the DWH system, including scope, functional and non-functional requirements, deliverables and milestones, evaluation criteria, and compliance requirements.
  - o Participate in the clarification phase by responding to vendors inquiries, and provide technical input during the proposal evaluation stage.
- Oversight of System Development
  - o Review and validate technical deliverables from the contracted company, ensuring conformance to ToR requirements, data governance standards, and interoperability with Governamental platforms such as MConnect, MPass, MNotify, MLog, and MCloud.
  - o Monitor progress against the implementation roadmap and verify the quality, completeness, and reliability of solutions delivered.
  - o Coordinate closely with project stakeholders, IT experts, and the eSocial technical team to ensure alignment and timely resolution of technical issues.
- Capacity Building and Knowledge Transfer
  - o Provide hands-on support to the Ministry's Digital Center for Social Innovation (DCSI) and internal IT department to build institutional capacity for managing and maintaining the DWH system post-implementation.
  - o Deliver recommendations and tools for sustainable operation, including documentation standards, data quality monitoring, and change management practices.
- Reporting and Advisory
  - o Deliver regular reports outlining progress, challenges, and strategic recommendations to ensure the timely and effective deployment of the DWH system.
  - o Offer expert-level guidance on long-term scaling and use of the DWH system to support predictive analytics, real-time monitoring, and data-informed policy reform in social protection domain.

3. KEY DELIVERABLES AND TENTATIVE TIMETABLE

Key deliverables	Tentative timetable
Deliverable #1: Inception Report. Report shall include performed situational analysis of the current MLSP information systems and data sources, stakeholder needs, risks, and proposed methodology and timeline for design and delivery of the DWH.	By 28 February 2026 8WDs
Deliverable #2: Technical Architecture Design Scheme. Prepare and provide to UNDP for acceptance the High-level DWH system diagram and technical description of	By 15 March 2026 10 WDs

the proposed DWH system architecture, including data flows, components, interfaces, interoperability layers, and security considerations.	
Deliverable #3: Infrastructure and Hardware Requirements. Prepare and provide to UNDP for acceptance a detailed list of recommended hardware (servers, storage, networking, etc.) and infrastructure improvements required for implementing and scaling the DWH system, including justification for specifications and compatibility with existing MLSP infrastructure and MCloud environment.	By 15 March 2026 3 WDs
Deliverable #4: Data model workflow diagrams. Prepare and provide to UNDP for acceptance: 3 priority end-to-end data models for the business processes defined by MLSP. Each data model must cover process logic, roles, data needs and sources, controls, and DWH system implications for analytics and reporting outputs.	By 31 March 2026 5 WDs
Deliverable #5: Prepare the Terms of Reference for the procurement of development services for the DWH system. Provide the developed ToR for UNDP acceptance. ToR to include scope, functional and non-functional requirements, deliverables and milestones, evaluation criteria, and compliance requirements for the Terms of Reference for procurement of the software development services for the DWH.	By 31 March2026 7 WDs
Deliverable #6: Technical Evaluation Report of procurement process for the DWH system. Conduct (i) one pre-bid conference and provide consolidated written Q&A for UNDP acceptance and (ii) prepare a Technical Evaluation Report of the bids with evidence-based strengths and weaknesses, risks, and an award recommendation based on value for money	By 1 July 2026 12 WDs
Deliverable #7: DWH system delivery monitoring report. Prepare and provide to UNDP for acceptance 5 milestone-based reports with a clear accept or rework recommendation, for the deliverables provided by the awarded vendor to develop DWH system. Every report must include (i) TOR compliance checklist, (ii) test results with evidence (screenshots/logs), (iii) code and documentation review notes, (iv) data-protection and security and interoperability checks, and (v) risks and issues with corrective actions, owners, and due dates.	June-December 2026 15 WDs
Deliverable #8: Preparation of Capacity Building Materials. Preparation of the training outline and materials package (agenda, slides, facilitator and participants guides with exercises) along with 3 training sessions delivered to MLSP/DCSI teams on how to manage, operate, and scale the delivered DWH system.	By 15 December 2026 6 WDs
Deliverable #9: Final Report. Prepare and submit to UNDP Project Manager a consolidated advisory report summarizing activities, key findings, lessons learned, and recommendations / post-implementation roadmap, total cost of ownership and sustainability plan, for future expansion or institutionalization of the DWH system.	By 31 December 2026 5 WDs

Note: Deliverables and the activity timeline can be amended or further specified for the purpose of the assignment.

4. INSTITUTIONAL ARRANGEMENTS

The timeframe for the work of the Expert is planned for the period **January 2026 – December 2026** During this time, the Expert is expected to work up to 71 working days.

The assignment shall be performed in close coordination with the UNDP's Development Unit and DTSP project Team, under the supervision of the UNDP Project Manager.

The UNDP Project will provide support for organizing the necessary meetings/ interviews and interacting with the relevant institutions and stakeholders, as well as will offer the required logistical support for organizing the presentation sessions with the participation of public institutions and service providers.

Change and delay management:
• If critical dependencies are delayed beyond the Consultant's control, the parties will agree on re-baselining affected milestones and, if needed, a no-cost time extension.
• Material scope changes follow a documented change-control process agreed by UNDP/MLSP.

TRAVEL

The assignment will be conducted in a hybrid modality. The Consultant will work remotely for most of the duration of the contract but is expected to undertake a minimum of three in-country missions to the Republic of Moldova, each lasting approximately 5–9 working days. Travel costs should not be included in the financial offer. The exact schedule of the missions, as well as financial coverage for travel expenses, shall be coordinated in advance with the UNDP Moldova Project team.

During the missions, the Consultant will work from:
• The Ministry of Labour and Social Protection and its subordinated institutions (e.g., CNAS, NEA, CNDDCM)
• The UNDP Project Team Office (MAIB Park)
• Other relevant locations as necessary for field visits, stakeholder interviews, and workshops.

5. FINANCIAL ARRANGEMENTS

Payments will be disbursed in tranches upon submission and approval of deliverables by the Project Manager, certifying that the services have been satisfactorily performed.

6. QUALIFICATIONS AND SKILLS REQUIRED

Academic Qualifications:
• Master's degree or equivalent (Bachelor's degree with at least 2 years of experience) in Computer Sciences, Data Analytics, Applied Statistics, Engineering or another field relevant for the current assignment.

Experience and knowledge:
• At least seven (7) years of progressively responsible experience related to data analysis, database design and implementation of data warehouse analytical systems and business intelligence software solutions;
• At least three (3) previous assignments on development of business analysis documents for governmental or corporate IT systems;
• At least three (3) previous assignments on development of technical specifications documents for the implementation of data warehouse and/or business intelligence systems;
• At least 1 (one) assignment on development of technical specifications documents for the implementation of data warehouse systems and/or business intelligence solutions, successfully completed in the past 10 (ten) years;
• Previous assignment on elaboration of evaluation criteria according to UN standards will be an advantage;
• Previous professional experience of working with Governmental informational systems will be an advantage;
• Previous professional experience of working with Moldovan public institutions will be an advantage;

- Previous professional experience of working with international organizations, including UN Agencies, will be an advantage;
- Demonstrated experience with Governmental cloud and public-sector data protection.

Competencies:

- Demonstrated interpersonal and diplomatic skills, as well as the ability to communicate effectively with all stakeholders and to present ideas clearly and effectively;
- Excellent research, analytical and writing skills;
- Certification(s) in IT Governance (e.g. ITIL, COBIT, TOGAF, etc.) or Business Intelligence (e.g. MCSA: BI Reporting, MCSE: Data Management and Analytics) will be considered a strong asset;
- Knowledge of English language is a must. Knowledge of Romanian and/or Russian will be considered an advantage.

Personal qualities:

- Proven commitment to the core values of the United Nations, in particular respecting differences of culture, gender, religion, ethnicity, language, age, HIV status, disability, and sexual orientation, or other status;
- Responsibility, creativity, flexibility and punctuality, ability to meet deadlines and prioritize multiple tasks.

The UNDP Moldova is committed to workforce diversity. Women, persons with disabilities, Roma and other ethnic or religious minorities, persons living with HIV, as well as refugees and other non-citizens legally entitled to work in the Republic of Moldova, are particularly encouraged to apply.

7. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

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

- Offeror's Letter confirming interest and availability for the Individual Contractor assignment;
- Duly updated CV with at least 3 references;
- Proposal, explaining why he/she is most suitable for the assignment, including past experience in similar assignments, providing a brief information on above qualifications, and methodology on how he/she will approach and conduct the work;
- Financial proposal *(lump sum in USD, specifying a total requested amount per working day).*

Incomplete applications will not be considered.

Note: *Please, refer to the Individual Procurement Notice of this recruitment for a more detailed information on the application and selection process.*

8. EVALUATION

Initially, individual consultants will be short-listed based on the following minimum qualification criteria:

- Master's degree or equivalent (Bachelor's degree with at least 2 years of experience) in Computer Sciences, Data Analytics, Applied Statistics, Engineering or another field relevant for the current assignment;

- At least seven (7) years of progressively responsible experience related to data analysis, database design and implementation of data warehouse and business intelligence software solutions;
- At least three (3) previous assignments on development of business analysis documents for governmental or corporate IT systems.

Thus, selected individual consultants will then be further assessed according to the following methodology:

Cumulative analysis

The contract will be awarded to the individual consultant whose proposal was assessed and defined as:

a) clear/appropriate/acceptable, and

b) which obtained the highest score according to the weighted technical and financial criteria, formulated for this request.

    * Specific weight of technical criteria – 60% (300 pts);

    * Specific weight of financial criteria – 40% (200 pts).

Only candidates who scored a minimum of **210 pts** are allowed to participate in the financial assessment.

Criteria	Scoring	Maximum achievable points
Academic Qualifications (up to 30 pts)		
Master's degree or equivalent (Bachelor's degree with at least 2 years of experience) in Computer Sciences, Data Analytics, Applied Statistics, Engineering or another field relevant for the current assignment	*Master's degree or equivalent – 25 pts* *PhD – 5 pts, in case of no PhD, additional training relevant to the field, continuous training would be considered – 1 pt per each training/certification, up to 5 pts*	**30**
Technical Expertise (up to 270 pts)		
At least seven (7) years of progressively responsible experience related to data analysis, database design and implementation of data warehouse and business intelligence software solutions	*7 years of experience – 36 pts;* *each additional year – 4 pts, up to a total of 44 pts*	**44**
At least three (3) previous assignments on development of business analysis documents for governmental or corporate IT systems	*30 pts for 3 assignments;* *each additional assignment – 9 pts, up to a total of 48 pts*	**48**
At least three (3) previous assignments on development of technical specifications documents for the implementation of data warehouse and/or business intelligence solutions	*30 pts for 3 assignments;* *each additional assignment – 9 pts, up to a total of 48 pts*	**48**
At least 1 (one) assignment on development of technical specifications documents for the implementation of data warehouse and/or business intelligence solutions,	*15 pts for 1 assignment;* *each additional assignment – 5 pts, up to a total of 25 pts*	**25**

successfully completed in the past 10 (ten) years		
Previous assignment on elaboration of evaluation criteria according to UN standards will be an advantage	*15 pts for 1 assignment;* *each additional assignment – 5 pts, up to a total of 25 pts*	**25**
Previous professional experience of working with Governmental informational systems will be an advantage	*10 pts per assignment, up to 20 pts*	**20**
Previous professional experience of working with Moldovan public institutions will be an advantage	*10 pts per assignment, up to 20 pts*	**20**
Previous professional experience of working with international organizations, including UN Agencies, will be an advantage	*10 pts per assignment, up to 20 pts*	**20**
Demonstrated experience with Governmental cloud and public-sector data protection	*10 pts per assignment, up to 20 pts*	**20**
Maximum overall technical result		**300**
Financial analysis		
Submitted financial proposals will be assessed according to the following formula: $S = F_{min} / F * 200$ S – the achieved result of the financial assessment; F_{min} – the lowest financial proposal of all those submitted, which were qualified during the technical assessment; F – the financial proposal to be reviewed.		**200**