



Terms of Reference

Job title:	National ICT Consultant to support the development of a Diagnostic study on electoral corruption and illicit political finance
Duty station:	Chisinau
Project reference:	Resilient Democracy through Anti-Corruption (REDACT) Project
Contract Type:	Individual Contract (IC)
Expected duration of the assignment:	Up to 50 days during September – December 2025
Starting date:	September 2025

I. Background:

UNDP “Resilient Democracy through Anti-Corruption” (hereinafter “REDACT”) Project is a multi-year institutional development initiative designed to contribute to strengthening institutional capacities, improving inter-agency synergies and legal frameworks, and enabling effective civil society oversight, along with public resilience, to counter corruption risks to democratic integrity, while aligning closely with Moldova’s national and international commitments to rule of law, good governance, and anti-corruption.

Democratic resilience refers to the capacity of a democratic system to withstand internal and external challenges, pressures, and interference, encompassing both the ability to resist threats to democracy and, when these materialize, to recover and restore the integrity and continuity of democratic processes and institutions. In the Republic of Moldova, this resilience increasingly come under pressure due to the persistent threat of corruption, particularly affecting electoral processes through illicit political finance and large-scale vote-buying schemes, which are recognized as major corruption risks to democratic integrity. In 2025, impunity for crimes related to electoral corruption and illicit finance remains a key challenge, as these practices, though persisting since independence, have led to few perpetrators being held accountable. Few election-related crimes are detected by law enforcement, leading to minimal investigations, prosecutions, or convictions, which in turn enables the escalation of illicit activities and further deepens the threat to democratic institutions.

In response, the REDACT Project aims at taking a systemic and multi-dimensional approach by:

- Strengthening institutional capacities – strengthening the ability of police, anti-corruption agencies, prosecutors, and judicial actors to detect, disrupt, investigate, prosecute, and adjudicate corruption cases with a specific focus on electoral integrity and illicit political finance, through the use of specialized tools, methodologies, and technical assistance.
- Enhancing inter-agency coordination, cohesion and synergy and legal frameworks – improving the cohesion between law enforcement, anti-corruption agencies, judicial actors, and other related entities, while facilitating legal and procedural reforms to close enforcement gaps.
- Building public resilience against corruption risks to democratic integrity – supporting civil society, investigative journalism, and public awareness initiatives to expose corrupt practices, increase public scrutiny, and reduce vulnerability to manipulation and coercion.

Acknowledging the importance of digital transformation in ensuring effective detection, investigation, and response to electoral corruption and illicit political finance, the REDACT Project will, as part of its objectives, contribute to creating the necessary enabling conditions and support the development of the capabilities required for implementing secure and efficient digital solutions across relevant institutions.

The scope of the Electoral Corruption and Illicit Finance Multi-Institutional Collaborative Diagnostic Study (further referred to as “the Diagnostic Study”) will cover the digital systems, data flows, human and technological capacities of the Project’s four stakeholders: National Anti-Corruption Center (NAC), General Prosecutor’s Office (GPO), General Police Inspectorate (GPI) and Office for Prevention and Fight against Money Laundering (FIU). The main objective of the study is to provide a comprehensive understanding of the institutions’ ICT environment, opportunities and required improvements which would contribute to the

efficient investigation and prevention of electoral corruption and illicit political finance and ensure alignment of technical capacities with legal mandates and procedural frameworks.

The development of the Diagnostic Study will begin with engaging broad conversations among stakeholders, including authorizers, to ensure a well-defined problem analysis. The Project team of experts will “deconstruct” the mandates, roles and processes, breaking down each of these complex problems into manageable components.

In this regard UNDP will engage national and international expertise who will apply international best practices, including, but not limited to, five-why’s technique and tools like Ishikawa (fishbone) diagrams, to assist in identification of root causes and sub-causes of the problems¹ to carry out the assessment. It will also develop, update, and adapt flow diagrams of information and cases as well as flow charts.²

In addition to its primary purpose, the Diagnostic Study will serve as a baseline for the REDACT Project, guiding its multi-year programming and informing institutional reform dialogue, coordination, cohesion and inter-agency synergy. It is not intended as an independent review or evaluation of the institutions, nor their performance. All deliverables, once developed, will be validated in coordination with each of the national institutional partners. The use of any data or inputs will be subject to the confidentiality requirements and access restrictions established by the respective institutions.

The Diagnostic Study document will be developed by three (3) Consultants: International Expert on Electoral-Corruption and Illicit Political Finance (hereinafter “the International Expert”), National Legal Consultant and National ICT Consultant. Each one of those consultants will be developing specific sections related to their area of expertise. The International Expert will be focusing on the synthesis, comparative evidence and normative sections, while the national consultants will be focusing respectively on a national legal diagnostic and the national ICT diagnostic. Those will form the main sections of the report.

Considering the above, UNDP Moldova is currently seeking to contract a National ICT Consultant (further referred to as “the Consultant”) to contribute to the development of a Diagnostic Study on electoral corruption and illicit political finance crimes, as defined in the Penal Code Articles 181¹ - 181³ and Contravention Code Article 47¹.

II. Scope of Work:

The expected outcome of the assignment is to provide ICT expert support to REDACT Project team and project stakeholders in the context of developing the Diagnostic Study.

The Consultant will assess the digital systems, data flows, human and technological capacities of the four partner institutions: NAC, GPO, GPI, and FIU. She/he will analyze how IT tools support the investigation and prevention of electoral corruption and illicit political finance and ensure alignment of technical capacities with legal mandates and procedural frameworks.

Working in tandem with the International Expert and the National Legal Consultant who will support the development of the Diagnostic Study, he/she will contribute to the development of a deeper cross-institutional understanding based on a well-evidenced analysis of how key state institutions can prevent and further counter electoral corruption and illicit political finance.

Under the overall supervision of the Project Management Coordinator/Project Manager, and in close collaboration with the UNDP Chief Technical Advisor, International Expert, as well as National Legal Consultant, the Consultant shall perform the following tasks:

- Carry out a desk review of the national regulatory framework related to ITC solutions, data exchange and interoperability, current internal regulations, concepts and guidelines related to the ICT component within the Project’s four stakeholders (NAC, GPO, GPI, and FIU), previously developed assessments of the existing technical, infrastructural and functional capacities thereof. The Consultant shall also analyse the best practices in digitalisation of Project’s four stakeholders peer institutions in the EU Members States, as well as study the internationally acknowledged best practices, in order to ensure transposition of available knowledge and experience in the process of developing the Diagnostic Study.

¹ See: Andrews, M., Pritchett, L., & Woolcock, M. (2017). Building State Capability: Evidence, Analysis, Action. Oxford University Press.

² See: Barber, M. (2016). How to Run a Government: So that Citizens Benefit and Taxpayers Don't Go Crazy. Penguin UK.

- Conduct the mapping of stakeholders and their roles and responsibilities, chain of coordination in the context of internal and external ICT workflows associated to prevention and countering electoral corruption and illicit political finance.
- Conduct the review of the existing institutional ICT frameworks, digital tools, and data systems relevant to the detection, disruption, investigation and prosecution of electoral corruption and illicit political finance, through consultative and technical meetings.
- Based on the carried-out review and mapping, develop the “As Is” Analysis Notes, one per stakeholder (four in total) presenting the inventory of frameworks, digital tools, and data systems, internal and external workflows, roles, functions and accountabilities within stakeholders identified following the mapping. The “As Is” Analysis Notes shall also include findings of the review of the existing ICT architecture. As part of Notes drafting, the Consultant is expected to develop visual diagrams (e.g., system maps, data flows, coordination charts, etc.).
- Based on the carried-out review and mapping, develop the “To Be” Analysis Notes, one per stakeholder (four in total), covering ICT-related findings to complement legal and operational diagnostics. The “To Be” Analysis Notes will contain ICT-related inputs to the institution-specific analytical reports, including actionable, sequenced recommendations, aligned with institutional mandates and ICT reform priorities. As part of Notes drafting, the Consultant is expected to develop visual diagrams (e.g., system maps, data flows, coordination charts, etc.).
- Conduct participatory consultations with relevant institutional representatives to collect feedback and validate findings on existing ICT capacities, bottlenecks, challenges and infrastructure gaps as well as the beneficiaries’ expectations and needs for further improvements from ICT perspective. The feedback and inputs collected during the consultation activities shall be used for revision of both “As Is” and “To Be” Analysis Notes. For the scope of the assignment a minimum of 4 consultation activities/workshops are envisaged.
- Incorporate in coordination with the International Expert and the National Legal Consultant the “As Is” and “To Be” Analysis Notes into the distinct thematic chapters and sections of the Diagnostic Study.
- Co-present in collaboration with the International Expert and the National Legal Consultant the ICT findings and recommendations of the Diagnostic Study to UNDP and institutional partners. For the scope of the assignment, one workshop/event is envisaged.

III. Expected Deliverables:

No.	DELIVERABLES	Estimated Workdays	Estimated Delivery Date
1.	Deliverable 1. Inception Report: <ul style="list-style-type: none"> ▪ Conduct a desk review of the national regulatory framework related to ICT solutions, institutional ICT frameworks relevant to electoral corruption and illicit political finance, prior assessments of the existing technical, infrastructural and functional capacities of the NAC, GPO, GPI, and FIU, if any, ICT-related policies, data exchange, and interoperability. The review shall also cover best international practices including from peer institutions in the EU Member States. ▪ Conduct the mapping of stakeholders and their roles and responsibilities, chain of coordination in the context of internal and external ICT workflows associated to prevention and countering electoral corruption and illicit political finance. ▪ Prepare the detailed workplan for this assignment. ▪ Develop and submit the Inception Report reflecting the above inputs for UNDP review. 	2 WDs	By 25 September 2025

2.	Deliverable 2. Four “As Is” ICT Analysis Notes – Draft Versions: <ul style="list-style-type: none"> Conduct a set of meetings and technical consultations with representatives of each partner institution to gather data and relevant information to their existing ICT institutional frameworks, digital tools, and data systems relevant to the detection, disruption, investigation and prosecution of electoral corruption and illicit political finance. Prepare four drafts of “As Is” ICT Analysis Notes (one per stakeholder) including review findings of the existing ICT architecture, inventory of frameworks, digital tools, and data systems, internal and external workflows, roles, functions and accountabilities within stakeholders identified following the mapping. Develop associated visual diagrams (e.g., system maps, data flows, coordination charts, etc.). Submit the draft reports for UNDP review. 	16 WDs 4 w.d. (per each note)	
3.	Deliverable 3. Four “To Be” ICT Analysis Notes – Draft Versions: <ul style="list-style-type: none"> Prepare four drafts of “To Be” ICT Analysis Notes (one per stakeholder) covering ICT-related findings to complement legal and operational diagnostics and align with mandates and institutional workflows, and ICT reform priorities. Develop associated visual diagrams (e.g., system maps, data flows, coordination charts, etc.). Submit the draft reports for UNDP review. 	12 WDs 3 w.d. (per each note)	By 15 October 2025
4.	Deliverable 4. Four “As Is” and Four “To Be” ICT Analysis Notes – Final Versions: <ul style="list-style-type: none"> Conduct 4 consultations/workshops with the participation of the relevant institutional representatives and UNDP Project team to present the „As Is” and „To Be” analyses, collect feedback and validate findings on existing ICT capacities, bottlenecks, challenges and infrastructure gaps as well as the beneficiaries’ expectations and needs for further improvements from ICT perspective. Document and consolidate the feedback received and submit the final versions of four (4) “As Is” and four (4) “To Be” ICT Analysis Notes for review and approval by the UNDP. 	12 WDs 3 w.d. (per each note)	By 30 October 2025
5.	Deliverable 5. Contributions to the Draft Consolidated Diagnostic Study: <ul style="list-style-type: none"> Incorporate “As Is” and “To Be” Analysis Notes into the Diagnostic Study in close collaboration with the International Expert and National Legal Consultant. Provide visual inputs, such as diagrams, charts, data tables, and other related technical elements to support the narrative of the Diagnostic Study. Co-present ICT-related findings and recommendations to institutional partners and UNDP during one (1) workshop/event. 	4 WDs	By 5 November 2025
6.	Deliverable 6. Final Diagnostic Study: <ul style="list-style-type: none"> Integrate the revised ICT inputs into the distinct thematic chapters and sections of the Diagnostic Study, along with updated diagrams, charts and annexes, after addressing the comments and incorporating the feedback received, for UNDP approval. 	4 WDs	By 15 November 2025

IV. Institutional Arrangements:

The timeframe for the work of the Consultant is tentatively planned between September – December 2025. During this time, the Consultant is expected to work a total of up to 50 working days.

The Consultant will work under the overall guidance and direct supervision of the UNDP Project Management Coordinator/Project Manager with technical oversight by the Chief Technical Advisor. All deliverables shall be technically reviewed and endorsed by the UNDP Chief Technical Advisor before submission and approval by the Project Management Coordinator/Project Manager.

The Consultant is expected to work closely with International Expert and National Legal Consultant and provide necessary substantive support as well as engage in the process of organizing and conducting required tasks in the context of the assignment.

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

Written interactions with the national partners, stakeholders and actors related to the assignment must be coordinated in advance with the supervisor, and the Project Management Coordinator/Project Manager must be copied (in cc) on all related email correspondence.

No reports or documents should be published or distributed to third parties without the approval of UNDP Project Management Coordinator/Project Manager.

No travel is envisaged under the current assignment.

V. Financial arrangements:

Payments will be disbursed in tranches upon the submission and approval of the deliverables, and a certification by UNDP Project Management Coordinator/Project Manager that the services have been satisfactorily performed.

Financial proposal:

The financial proposal shall specify a total **lump sum** amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in instalments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including the daily fee, taxes, and number of anticipated working days).

VI. Confidentiality:

Materials provided to the Consultant and all proceedings within the consultancy contract shall be regarded as confidential, both during and after the consultancy. Violation of confidentiality requirements may result in immediate termination of contract.

VII. Qualifications and skills required:

I. Academic Qualifications:

- Master's degree (or equivalent five-year university degree) in Information Technology, Computer Sciences, Computer Engineering or other relevant discipline.

II. Years and sphere of experience:

- Minimum of seven (7) years of professional experience in analysis, planning, design, development, implementation and/or maintenance of information systems.
- At least two (2) strategic ICT planning documents, roadmaps, digital transformation plans or institutional ICT strategies developed in the past four (4) years.
- Previous proven experience (*at least 2 track records*) in conducting assessments and evaluations of complex ICT systems and infrastructures.
- Working experience with justice sector, law enforcement and/or government institutions is a strong asset.
- Previous working experience with international organizations, including UN Agencies, USAID, World Bank, EU-funded projects, etc. will be an asset.

III. Competencies:

- Excellent knowledge of ICT policies, legal and regulatory framework of the Republic of Moldova.

- Excellent understanding of internationally recognized standards and best practices (e.g. OWASP, ITIL, ISO/IEC 270002, etc.) is desirable.
- Demonstrated interpersonal and diplomatic skills, as well as the ability to communicate effectively with stakeholders at all levels and to present ideas clearly and effectively.
- Excellent analytical, drafting and ICT-focused report-writing skills.
- Ability to work collaboratively with diverse stakeholders.
- Fluency in Romanian and English. Knowledge of Russian will be an asset.

IV. Personal qualities:

- Demonstrates integrity, impartiality, and professional ethics in conducting analytical and advisory work.
- Strong sense of responsibility and ability to deliver high-quality outputs within tight deadlines.
- Proven ability to work in a multidisciplinary team, with openness to diverse perspectives and feedback.

The UNDP Moldova is committed to workforce diversity. Women and men, persons with different types of disabilities, LGBT, Roma and other ethnic, linguistic or religious minorities, persons living with HIV, are particularly encouraged to apply. ***Please specify in the CV, in case you belong to the group(s) under-represented in the UN Moldova and/or the area of assignment.***

VIII. Documents to Be Included When Submitting the Proposals:

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

- Personal updated CV, indicating all past positions held and their main underlying functions, their durations (month/year), the qualifications, as well as the contact details (email and telephone number) of the Candidate, and at **least three (3)** the most recent professional **references** of previous supervisors. References may also include peers.
- Proposal (Motivation Letter, maximum length: 1 page): explaining why they are the most suitable for the work including previous experience in similar Projects (*please provide brief information on each of the above qualifications, item by item, including information, links/copies of documents for similar projects*);
- Offeror's letter to UNDP confirming interest and availability for the individual contractor (IC) assignment, incorporating financial proposal in Annex 2.

Upload the signed version of the filled-in Offeror's letter to UNDP confirming interest and availability for the individual contractor (IC) assignment. Annex 2 to the Offeror's letter, incorporating the Financial Proposal, shall be filled in mandatorily and includes 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 Offeror's Letter to UNDP Confirming Interest and Availability match with your offer in the system.

Incomplete applications will not be considered.

Important notice: The applicants who have the statute of Government Official / Public Servant prior to appointment will be asked to submit the following documentation:

- a no-objection letter in respect of the applicant received from the Government, and;
- the applicant is certified in writing by the Government to be on official leave without pay for the entire duration of the Individual Contract.

IX. Evaluation:

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

- Master's degree (or equivalent five-year university degree) in Information Technology, Computer Sciences, Computer Engineering or other relevant discipline. Bachelor's degree may be accepted if accompanied by at least 5 years of relevant work experience in the ICT field.
- Minimum of seven (7) years of professional experience in analysis, planning, design, development, implementation and/or maintenance of information systems.

- At least two (2) strategic ICT planning documents, roadmaps, digital transformation plans or institutional ICT strategies developed in the past four (4) years.
- Citizenship of the Republic of Moldova.

The short-listed individual consultants will be further evaluated based on the following methodology:

Cumulative analysis

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as:

- responsive/ compliant/ acceptable, and
- having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

* Technical Criteria weight – 60% (300 pts);

* Financial Criteria weight – 40% (200 pts).

Only candidates obtaining a minimum of 210 points would be considered for the Financial Evaluation.

Criteria	Scoring	Maximum Points Obtainable
<u>Technical evaluation criteria</u>		
Master's degree (or equivalent five-year university degree) in Information Technology, Computer Sciences, Computer Engineering or other relevant discipline .	Yes –25 pts., No – 0 pts.	25
Minimum of seven (7) years of professional experience in analysis, planning, design, development, implementation and/or maintenance of information systems.	7 years – 25 pts., each additional year – 10 pts., up to 45 pts.	45
At least two (2) strategic ICT planning documents, roadmaps, digital transformation plans or institutional ICT strategies developed in the past four (4) years.	Two strategic documents – 30 pts., each additional document – 10 pts., up to 50 pts.	50
Previous proven experience (<i>at least 2 track records</i>) in conducting assessments and evaluations of complex ICT systems and infrastructures.	None – 0 pts, two assignments – 30 pts, each additional assignment - 10 points, up to 50 pts.	50
<u>Interview evaluation criteria</u> (demonstrated technical knowledge and experience; communication/ interpersonal skills; initiative; creativity/ resourcefulness). Only the first 5 applicants that have accumulated the highest technical score shall be invited to the interview.		
Working experience with justice sector, law enforcement and/or government institutions is a strong asset.	3 years of experience – 5 pts. each year – 5 pts, up to a maximum of 25 pts.	25
Previous working experience with international organizations, including UN Agencies, USAID, World Bank, EU-funded projects, etc. will be an asset	(Each assignment – 5 pts., up to 15 pts.)	15

Excellent knowledge of ICT policies, legal and regulatory framework of the Republic of Moldova.	(Strong – 25 pts., satisfactory –10 pts., limited – 5 pts., no – 0 pts.)	25
Excellent understanding of internationally recognized standards and best practices (e.g. OWASP, ITIL, ISO/IEC 270002, etc.) is desirable.	(Strong – 20 pts., satisfactory –10 pts., limited – 5 pts., no – 0 pts.)	20
Excellent analytical, drafting and ICT-focused report-writing skills.	(Strong – 20 pts., satisfactory –10 pts., limited – 5 pts., no – 0 pts.)	20
Fluency in Romanian and English. Knowledge of Russian will be an asset.	(Romanian, English, Russian 5 pts. each)	15
Belonging to under-represented groups.	No – 0 pts, to one group – 5 pts., to two or more groups – 10 pts.	10
Maximum Total Technical Scoring		300

<u>Financial</u>	
<p>Evaluation of submitted financial offers will be done based on the following formula:</p> <p><u>$S = F_{min} / F * 200$</u></p> <p>S – score received on financial evaluation;</p> <p>F_{min} – the lowest financial offer out of all the submitted offers qualified over the technical evaluation round;</p> <p>F – financial offer under consideration</p>	200

** Under-represented groups in UN Moldova are persons with disabilities, LGBTI, ethnic and linguistic minorities, especially ethnic Gagauzians, Bulgarians, Roma, Jews, people of African descent, people living with HIV, religious minorities, especially Muslim women, refugees and other non-citizens.*

Winning candidate

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