TERMS OF REFERENCE

Job Title:	National Consultant/ IT Developer for the E-Systems on elections
Duty Station:	Chisinau, Republic of Moldova
Project reference:	Strengthening Democratic Resilience in Moldova (EDMITE III)
Contract type:	Individual Contract (IC)
Duration of assignment:	February – December 2026 (up to 180 working days)

A. Background:

The UNDP "Strengthening Democratic Resilience in Moldova" (EDMITE III) project aims to fortify Moldova's democratic processes against internal and external threats such as cyber operations, disinformation, and illicit political financing. Running from August 2024 to December 2028, the project is structured around three core objectives: improving oversight of political finance to enhance transparency and accountability; strengthening electoral institutions to resist digital and information threats; and promoting inclusive civic engagement to foster an informed and participatory electorate.

The project is fully aligned with the recommendations of the OSCE/ODIHR and the Venice Commission, and it directly supports the implementation of the Strategic Plans (2024–2027) of both the Central Electoral Commission (CEC) and the Center for Continuous Electoral Training (CICDE). Through close collaboration with electoral institutions, civil society, and international partners, EDMITE III seeks to reinforce the integrity, transparency, and resilience of Moldova's electoral processes.

Democratic institutions in Moldova, including the Central Electoral Commission (CEC), are facing increasing digital and cybersecurity challenges. As elections become more complex and technology-dependent, the need for robust, secure, and transparent digital electoral management systems is critical. Since 2008, UNDP has supported the development and deployment of the State Automated Information System "Elections" (SAISE), a modular digital platform that has been successfully integrated into Moldova's legal framework and used in multiple electoral cycles.

However, the digitalization of the CEC and its affiliated institutions have introduced new vulnerabilities. While SAISE has streamlined key electoral processes - such as managing subscription lists, digital operations on election day, and financial reporting by political parties - it also demands continuous investment, skilled personnel, and technical support to remain secure and sustainable. The CEC currently faces limitations in IT staffing and financial resources, which are further exacerbated by public sector salary constraints that hinder the recruitment and retention of qualified digital professionals.

In this context, the Project shall offer further specialized support to the CEC for enhancing IT structures and processes to consolidate capacity and improve the governance and independence of the electoral administration. Moreover, the implementation of the SAISE Development Roadmap and the adjustment of the existing SAISE IT module functionalities, shall lead to a complete IT architecture, sustainable across all electoral cycles and fully compliant with the national regulations and the international standards.

B. Objective, Scope of Work and Expected Outputs:

UNDP intends to contract an experienced national IT developer (hereinafter "the Consultant") to offer specialized IT development support and advisory to the IT and Management of Voters' Lists Departments of the Central Electoral Commission of the Republic of Moldova. More specifically, the Consultant is expected to contribute with the update and enhancement of the existing SAISE modules, considering the lessons learned of the previous electoral cycles.

Additionally, the Consultant shall design and develop, in close collaboration with the CEC Departments, new SAISE functionalities and applications that will allow a more efficient, accessible and transparent electoral process. She/he shall re-program and adjust the relevant SAISE modules, ensuring an adequate collection of disaggregated data between and during elections, as well as full accessibility to the public of the SAISE applications on the CEC website.

In particular, the Consultant is expected:

1. Provide expertise to the CEC in re-programming and optimizing the SAISE infrastructure in the context of local elections in the first half of 2026, including: process of electoral contestant registration data; creation of local elections in SIASA "Admin"; formation and adjustment of ballots papers; formation of polling stations; issuance of authorization in "E-Day"; monitoring of SAISE on the e-day; process in SAISE the collected minutes;

2. Provide expertise to the CEC in re-programming and optimizing the SAISE infrastructure in the context of local elections in the second half of 2026, including: process of electoral contestant registration data; creation of local elections in SIASA "Admin"; formation and adjustment of ballots papers; formation of polling stations; issuance of authorization in "E-Day"; monitoring of SAISE on the e-day; process in SAISE the collected minutes;

3. Create the source code repository for SIASA applications using the Azure DevOps platform hosted by STISC. Implementation of the automated application deployment mechanism (CI/CD), version control and tracking of source code changes, management of testing branches, and full traceability of application deliveries. The following applications will be integrated: SSI "Rotation"; SSI "Subscription Lists"; SSI "Ballot Paper"; SSI "Observer"; SSI "Preliminary Registration"; SSI "Centralization of Voting Results". Conduction of at least two training sessions on managing the Azure DevOps platform;

4. Organize and deliver thematic courses for training and updating knowledge in the field of MS SQL SERVER databases: 5 full day workshop sessions on "Use and Administration of the MS SQL SERVER Database"; 5 full day workshop sessions on "Using the SSRS Reporting Engine within the MS SQL SERVER Database";

5. Adjust the SSI "Centralization of Voting Results" according to the following requirements: cross-checking the values from similar sections of the vote-counting minutes for the same polling station office, prepared during multiple electoral rounds on election day; development of functionalities for managing electoral rounds within the system; development of an informational widget mechanism for integration into public interest websites (cec.md, cece.cec.md, etc.). The widgets will be able to access data both from this module and from other SIASA subsystems, such as: "Rotation," "Subscription Lists," "Ballot Paper," and the "Electoral Officials Registry". The adjustment process shall include the delivery of three training sessions on the changes made in the application and the update of the user guide;

6. Update ID Cards IT system within the SIAS "Elections". The update includes: the development of functionality allowing members of lower-level electoral bodies to access certain sections of the system; import of the list of designated candidates, representatives, trusted persons, or other actors involved in electoral processes from an electronic document (Excel, CSV, etc.); verification of the status of the imported persons in the State Register of Voters; conduction of at least four offline training sessions for the staff of the CEC on the "ID Cards" IT system provided; update of the user guide;

7. Update Rotation of candidates IT system. The update process shall include the following: implementation of a group verification tool for persons registered in the module. The verification results will be exportable to an Excel file; implementation of the functionality for merging localities; update of the user guide; conduction of at least one offline training session for the staff of the CEC on the Rotation IT system;

8. Update Subscription Lists IT System. The update process shall include the implementation of a group verification tool for persons registered in the module; the verification results will be exportable to an Excel file; update of the user guide; conduction of at least one offline training session for the staff of the CEC on the Subscription Lists IT system;

9. Update Observers application. The update process shall include the following: identification and registration of national observers, interpreters, and members of "exit-poll" groups based on their personal identification number; registration of international observers based on their passports; adjustment/completion of statistical information about observers in the dashboard; modification of badge templates for each type of observer; adjustment of statistical reports; adjustment of the "Observer" sub-module for interaction with observers on election day; update of the user guide; and at least 1 offline training session;

10. Adjust Pre-registration module. The adjustment includes the integration with the MConnect service for the identification of voters and users and implementation of the application's administration panel: a) application management; b) search of registered persons; c) viewing statistical reports. The provided support shall include the delivery of one training session on managing the application's administration panel and update the administration guide;

11. Update Ballot paper application. The update includes the integration of the online tool for creating and adjusting ballot paper templates; finalization of the vote-counting minutes for each type of electoral round; update of the user guide; and at least one offline training session.

C. Expected Deliverables and Timeframe:

No	Key deliverables	Tentative timeframe
1.	Detailed Inception Report and Work Plan – developed and approved by the CEC and Project.	by 15 March 2026 4 WDs
2.	**Objective**: Expertise provided to the CEC in re-programming and optimizing the SAISE infrastructure in the context of local elections in the first half of 2026 (as per pt. 1 of Section	by 30 July 2026

	B.) **Deliverable**: Comprehensive Report on the optimization of SAISE infrastructure in the context of local elections in the first half of 2026.	5 WDs
3.	**Objective:** Creation of the source code repository for SIASA applications using the Azure DevOps platform hosted by STISC. Implementation of the automated application deployment mechanism (CI/CD), version control and tracking of source code changes, management of testing branches, and full traceability of application deliveries (as per pt. 3 of Section B.). The following applications will be integrated: a) SSI "Rotation"; b) SSI "Subscription Lists"; c) SSI "Ballot Paper"; d) SSI "Observer"; e) SSI "Preliminary Registration"; f) SSI "Centralization of Voting Results". **Deliverable:** Applications adjusted at the source-code level to support version control and their deployment to STISC. Two training sessions on managing the Azure DevOps platform hosted by STISC for the administration of SIASE applications carried out. The successful completion of the deliverable and alignment with the agreed technical requirements is to be documented through a report signed by CEC.	by 30 July 2026 20 WDs
4.	**Objective:** Adjustment of the SSI "Centralization of Voting Results" according to the following requirements (as per pt. 5 of Section B.): 1. Cross-checking the values from similar sections of the vote-counting minutes for the same polling station office, prepared during multiple electoral rounds on election day; 2. Development of functionalities for managing electoral rounds within the system; 3. Development of an informational widget mechanism for integration into public interest websites (cec.md, cece.cec.md, etc.). The widgets will be able to access data both from this module and from other SIASA subsystems, such as: "Rotation," "Subscription Lists," "Ballot Paper," and the "Electoral Officials Registry". **Deliverable:** The adjusted "Centralization of Voting Results" application deployed in the production environment. Three training sessions on the changes made in the application carried out. Updated user guide developed and submitted. The successful completion of the deliverable and alignment with the agreed technical requirements is to be documented through a report signed by CEC.	by 30 July 2026 30 WDs
5.	**Objective**: Update Rotation of candidates IT system according to the following requirements (as per pt. 7 of Section B.): 1. Implementation of a group verification tool for persons registered in the module. The verification results will be exportable to an Excel file; 2. Implementation of the functionality for merging localities. **Deliverable:** The adjusted "Rotation" application deployed in the production environment. One training session on the changes made in the application. Updated user guide. The successful completion of the deliverable and alignment with the agreed technical requirements is to be documented through a report signed by CEC.	by 30 July 2026 15 WDs
6.	**Objective**: Update Subscription Lists IT System according to requirements below (as per pt. 8 of Section B.): 1. Implementation of a group verification tool for persons registered in the module. The verification results will be exportable to an Excel file. **Deliverable**: The adjusted "Subscription Lists" application deployed in the production environment. One training session on the changes made in the application carried out. Updated user guide developed and submitted.	by 30 July 2026 10 WDs
7.	**Objective**: Expertise provided to the CEC in re-programming and optimizing the SAISE infrastructure in the context of local elections in the second half of 2026 (as per pt. 2 of Section B.) **Deliverable**: Comprehensive Report on the optimization of SAISE infrastructure in the context of local elections in the first half of 2026.	by 31 December 2026 5 WDs

8.	**Objective:** Organization and delivery of thematic courses for training and updating knowledge in the field of MS SQL SERVER databases (as per pt. 4 of Section B.):
	
	    a) 5 workshop sessions on "Use and Administration of the MS SQL SERVER Database";
	    b) 5 train workshop sessions on "Using the SSRS Reporting Engine within the MS SQL SERVER".
	
	Deliverable: 10 full day workshop sessions on the use of the MS SQL SERVER database within the CEC provided.
		By 31 December 2026
		10 WDs

9.	**Objective**: Update ID Cards IT System according to requirements below (as per pt. 6 of Section B.):
	    1. Development of functionality allowing members of lower-level electoral bodies to access certain sections of the system;
	    2. Import of the list of designated candidates, representatives, trusted persons, or other actors involved in electoral processes from an electronic document (Excel, CSV, etc.);
	    3. Verification of the status of the imported persons in the State Register of Voters.
	Deliverable: The developed ID Cards IT System application deployed in the production environment. Four training sessions on the use and administration of the application carried out. Application user guide updated and submitted. The successful completion of the deliverable and alignment with the agreed technical requirements is to be documented through a report signed by CEC.
		by 31 December 2026
		31 WDs

10.	**Objective:** Update of Observers application according to the requirements below (as per pt. 9 of Section B.):
	
	    1. Identification and registration of national observers, interpreters, and members of "exit-poll" groups based on their personal identification number;
	    2. Registration of international observers based on their passports;
	    3. Adjustment/completion of statistical information about observers in the dashboard;
	    4. Modification of badge templates for each type of observer;
	    5. Adjustment of statistical reports;
	    6. Adjustment of the "Observer" sub-module for interaction with observers on election day.
	
	Deliverable: The adjusted "Observers" application deployed in the production environment. One training session on the changes made in the application delivered. Updated user guide developed and submitted. The successful completion of the deliverable and alignment with the agreed technical requirements is to be documented through a report signed by CEC.
		by 31 December 2026
		20 WDs

11.	**Objective:** Adjustment of Pre-registration module according to the following requirements (as per pt. 10 of Section B.):
	
	    1. Integration with the MConnect service for the identification of voters and users;
	    2. Implementation of the application's administration panel:
	    a) Application management;
	    b) Search of registered persons;
	    c) Viewing statistical reports.
	
	Deliverable: The adjusted "Preliminary Registration" application deployed in the production environment. One training session on managing the application's administration panel carried out. Updated administration guide developed and submitted. The successful completion of the deliverable and alignment with the agreed technical requirements is to be documented through a report signed by CEC.
		By 31 December 2026
		20 WDs

12.	**Objective:** Update of Ballot paper application according to the following requirements (as per pt. 11 of Section B.):
	    1. Integration of the online tool for creating and adjusting ballot paper templates;
	    2. Finalization of the vote-counting minutes for each type of electoral round.
	Deliverable: The adjusted "Ballot Paper" application deployed in the production environment. One training session on the changes made in the application carried out. Updated user guide developed and submitted. The successful completion of the deliverable and alignment with the agreed technical requirements is to be documented through a report signed by CEC.
		by 31 December 2026
		10 WDs

D. Organizational Setting:

The timeframe for the work of the Consultant is planned for February – December 2026. During this time the Consultant is expected to work a total of 180 working days.
All communications and documentation related to the assignment will be in Romanian and English.
The Consultant will work under the overall guidance and direct supervision of the UNDP Project Manager (or alternatively by the Project Analyst), and Head of the IT and Voters' List Departments of the CEC, and in close collaboration with the CEC and Project team.
The CEC will provide the Consultant with the necessary working space, the appropriate equipment, internet access, as well as the necessary information and materials for the fulfilment of the envisaged tasks.
The UNDP Project will provide administrative and logistical support in the organization of the envisaged events, meetings and/ or consultations.
All deliverables shall be approved by the UNDP Project Manager (or alternatively by the Project Analyst), and the Head of the IT Department of the CEC.

E. Financial arrangements:

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables. Payment will be made upon the successful completion of the tasks assigned and submission of the assessment report. Payments are based upon output, i.e. upon delivery of the services specified in the TOR. To assist the requesting unit in the comparison of financial proposals the financial proposal shall include a breakdown of this lump sum amount (including fee, taxes, communication costs, travel, per diems, and number of anticipated working days).

Confidentiality:
Materials provided to the Consultants 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.

F. QUALIFICATIONS AND SKILLS REQUIRED:

Academic Qualifications:
* Bachelor's degree in information technologies, system analysis or another relevant field.

Experience and knowledge:
* At least seven (7) years of progressively responsible experience related to the analysis, planning, design, development and implementation of information systems.
* At least three (3) technical specification, assessment and / or planning documents developed for governmental IT systems.

Competencies:
* Proven professional experience in database development (MS SQL);
* Proven professional experience in .NET programming;
* Proven experience of developing ICT-based electoral management systems will be an advantage;
* Previous professional experience in working with the Central Electoral Commission will be an advantage;
* Previous professional experience in working for Moldovan public institutions;
* Previous professional experience in working with international organizations, including UN Agencies, USAID, World Bank, etc.;
* Excellent analytical and presentation skills;
* Demonstrated interpersonal and diplomatic skills, as well as the ability to communicate effectively with all stakeholders and to present ideas clearly;
* Fluency in Romanian language (verbal and written) is a must. Knowledge of English will be considered as an advantage for the purpose of the assignment.

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

The UNDP Moldova is committed to workforce diversity. Women, persons with different types of disabilities, LGBT, Roma and other ethnic, linguistic 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. **Please specify in CV, in case you belong to the group(s) under-represented in the UN Moldova.***

G. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS:

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

- 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.
- Duly completed and updated personal CV and at least 3 references;
- Technical proposal (incl. brief description of experience, approach, and methodology for the completion of the assignment).

Incomplete applications will not be considered.

EVALUATION

Initially, individual consultants will be **short-listed** based on the following minimum qualification criteria:
Academic Qualifications:
- Bachelor's degree in information technologies, system analysis or another relevant field.

Experience and knowledge:
- At least seven (7) years of progressively responsible experience related to the analysis, planning, design, development and implementation of information systems;
- At least three (3) technical specification, assessment and / or planning documents developed for governmental IT systems;
- Citizen of 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/ acceptable, and
b) 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 and Scoring	Maximum Points Obtainable
Technical evaluation	
Bachelor's degree in information technologies, system analysis or another relevant field *(Bachelor's degree – 10 pts., Master's degree – 15 pts.)*	**15**
At least seven (7) years of progressively responsible experience related to the analysis, planning, design, development and implementation of information systems *(7 years – 40 pts., each additional year – 5 pts., up to max. 90 pts.)*	**90**
At least three (3) technical specification, assessment and / or planning documents developed for governmental IT systems *(3 documents – 20 pts., each additional document – 5 pts., up to max. 50 pts.)*	**50**

Proven professional experience in database development (MS SQL) *(3 assignments – 15 pts., each additional assignment – 5 pts., up to max. 30 pts.)*	**30**
At least three track records in .NET programming *(3 assignments – 15 pts., each additional assignment – 5 pts., up to max. 30 pts.)*	**30**
At least two track records of developing ICT-based electoral management systems *(each system – 5 pts., up to max. 20 pts.)*	**20**
Previous professional experience in working with the Central Electoral Commission *(each assignment – 5 pts., up to max. 20 pts.)*	**20**
Previous professional experience in working for Moldovan public institutions *(each assignment – 5 pts., up to max. 20 pts.)*	**20**
Previous professional experience in working with international organizations, including UN Agencies, USAID, World Bank, etc. *(each year – 2.5 pts., up to max. 15 pts.)*	**15**
Fluency in Romanian language (verbal and written) is a must. Knowledge of English will be considered as an advantage for the purpose of the assignment *(Fluency in Romanian – 2.5 pts., English – 2.5 pts.)*	**5**
Belonging to the group(s) under-represented in the UN Moldova and/or the area of assignment* *(No – 0 pts., to one group – 2.5 pts., to two or more groups – 5 pts.)* ** Under-represented group in the area of assignment (law enforcement) are women. 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. **Please specify in CV, in case you belong to the group(s) under-represented in the UN Moldova and/or the area of assignment.***	**5**
Maximum Total Technical Scoring	**300**
Financial	
Evaluation of submitted financial offers will be done based on the following formula: **S = Fmin / F * 200** **S –** score received on financial evaluation. **Fmin –** the lowest financial offer out of all the submitted offers qualified over the technical evaluation round. **F –** financial offer under consideration	**200**

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