



## Terms of Reference

<b>Assignment:</b>	International Open-Source Intelligence Expert
<b>Duty Station:</b>	Chisinau, Republic of Moldova
<b>Project reference:</b>	Resilient Democracy through Anti-Corruption (REDACT) Project
<b>Contract type:</b>	Individual Contract (IC)
<b>Duration of assignment:</b>	April 2026 - July 2026 (up to 20 working-days)
<b>Indicative starting date:</b>	15 April 2026

### 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.

As part of its objectives, the REDACT Project aims at enhancing the knowledge and ability of law enforcement officers to detect, disrupt, and investigate cases of electoral corruption and illicit political finance, with a focus on forensic evidence collection, crime analysis, and investigative methodologies, in line with international standards.

In this context, UNDP seeks to hire an international consultant to design an OSINT Curriculum Framework and organize a Training of Trainers (ToT) on OSINT investigations law enforcement officers' course.

The Training of Trainers (ToT) on OSINT investigations is planned to be conducted in close cooperation with the Academy "Ştefan cel Mare" of the Ministry of Internal Affairs (hereinafter The Academy). The ToT will target professionals from the Academy and the General Police Inspectorate. The training materials and lessons learnt shall serve as the foundation for an OSINT investigations curriculum for the Academy learning offer. The ToT shall combine theoretical sessions with practical simulations and real case examples, ensuring participants not only acquire knowledge, but also apply it in realistic investigative scenarios.

## **II. Scope of work and expected outputs:**

The expected objective of the assignment for the International Consultant is to design an OSINT Curriculum Framework and prepare and deliver 1 (one) 5-day OSINT Training of Trainers course for the Police Academy "Ştefan cel Mare". The expected trainers are the Academy lecturers and investigation officers from the General Police Inspectorate of Moldova.

To achieve the objective above, the International Consultant shall perform the following tasks and activities:

1. **Prepare an Inception Report** and a detailed Work Plan for the assignment, outlining the methodology, deliverables, and timeline.
2. **Carry out an initial assessment of capacity needs.** As a result, the International Consultant is expected to review existing Academy curricula, training practices, and institutional mandates related to digital investigations and OSINT. The Consultant will conduct consultations with Academy management, trainers, and operational police units to identify priority competencies and use cases. For the scope of the assignment, a minimum of 5 consultation activities is envisaged.
3. **Design of OSINT Curriculum Framework.** The Consultant will develop a structured OSINT curriculum framework suitable for both cadets (initial training) and in-service police officers (continuous professional development). The framework shall include, at minimum: i) OSINT principles and intelligence cycle; ii) legal and ethical aspects of OSINT (national and international standards); iii) online research methodologies and verification; iv) social media intelligence and network analysis; v) geolocation and imagery analysis; vi) documentation and evidentiary standards; vii) operational security and digital hygiene. The curriculum framework shall include a chapter on OSINT for investigation of illicit political finance and electoral corruption. This chapter will be developed in partnership with an UNDP expert on illicit political finance and should include: i) detection of undeclared political advertising; ii) identification of coordinated influence networks; iii) open-source indicators of vote buying, iv) illegal campaign financing, and foreign interference; v) analysis of publicly available financial, corporate, and media data; vi) typologies observed during elections in Moldova in 2024 and 2025.
4. **Development of Training Materials for ToT.** The consultant will prepare comprehensive training materials for the ToT, based on the curriculum framework, including: i) trainer manuals; ii) slide decks; iii) practical exercises and scenarios; iv) case studies (adapted to Moldova's context); v) assessment tools (pre/post-tests, practical evaluation). Materials must be designed to allow replication by Academy trainers after the consultancy ends.
5. **Delivery of Trainer of Trainers (ToT) Programme.** Deliver an in-person ToT programme for approximately 10 Academy teaching staff, covering: i) adult learning and training

methodology; ii) OSINT operational techniques; iii) facilitation of practical OSINT exercises; iv) assessment of trainee performance; v) ethical and legal safeguards; vi) use of OSINT labs and digital tools; vii) teaching OSINT in electoral integrity and political finance investigations. The ToT shall be practice-oriented, with participants conducting simulated OSINT investigations; group work; mock briefings and reports; peer-teaching sessions.

6. **Mentoring and Curriculum Finalization Support.** The Consultant will provide mentoring and technical guidance to ToT participants as they finalize the OSINT curriculum and review and provide feedback on curriculum drafts prepared by Academy trainers. The Consultant is expected to support the Academy in aligning the curriculum with institutional and accreditation requirements if needed.
7. Prepare a Final Comprehensive Report, consolidating the recommendations and final review note on the OSINT curriculum.

### III. Expected Deliverables and Timeframe:

	Key deliverables	Working Days	Minimum working days present in Moldova	Tentative timeframe
1	<p><b>Inception Report</b></p> <ul style="list-style-type: none"> <li>• Objective: Inform the project team about the methodology and training approach.</li> <li>• Deliverable: Inception Report.</li> </ul>	1		By 20 April 2026
2	<p><b>Initial assessment of capacity needs</b></p> <ul style="list-style-type: none"> <li>• Objective: Review existing Academy curricula, training practices, and institutional mandates related to digital investigations and OSINT. Conduct consultations with Academy management, trainers, and operational police units to identify priority competencies and use cases.</li> <li>• Deliverable: Updated Inception Report to include updated methodology, workplan and timelines.</li> </ul>	2		By 30 April 2026
3	<p><b>Design of OSINT Curriculum Framework</b></p> <ul style="list-style-type: none"> <li>• Objective: Develop a structured OSINT curriculum framework suitable for in-service police officers (continuous professional development).</li> <li>• Deliverable: Draft OSINT Curriculum Framework (modules, learning outcomes, suggested exercises).</li> </ul>	4		By 15 May 2026
4	<p><b>Development of Training Materials for ToT</b></p> <ul style="list-style-type: none"> <li>• Objective: Prepare comprehensive training materials for the ToT, including trainer manuals, slide decks, practical exercises and scenarios, case studies, assessment tools.</li> </ul>	4		By 30 May 2026

	<ul style="list-style-type: none"> <li>• Deliverable: ToT Training Package.</li> </ul>			
5	<p><b>Delivery of Trainers (ToT) Programme</b></p> <ul style="list-style-type: none"> <li>• Objective: Deliver an in-person and practice-oriented ToT programme for 10 Academy staff.</li> <li>• Deliverable: Completed ToT course, Feedback questionnaires.</li> </ul>	5	5	By 15 June 2026
6	<p><b>Mentoring and Curriculum Finalization Support</b></p> <ul style="list-style-type: none"> <li>• Objective: Review and provide feedback on curriculum drafts prepared by Academy trainers.</li> <li>• Deliverable: Consolidated recommendations and final review note on the OSINT curriculum.</li> </ul>	3		By 30 June 2026
7	<p><b>Final report</b></p> <ul style="list-style-type: none"> <li>• Objective: Deliver a forward-looking summary report focused on conclusions/lessons learnt and further capacity-building needs.</li> <li>• Deliverable: Final report on capacity building support developed and submitted.</li> </ul>	1		By 15 July 2026
	<b>Total Working Days</b>	20		
	Minimum Days in Country		5	

#### **IV. Institutional arrangements:**

The timeframe for the work of the Consultant is tentatively planned for April - July 2026.

The Consultant will work under the overall guidance and direct supervision of the UNDP Project Team. All deliverables shall be technically reviewed and endorsed by the UNDP Chief Technical Advisor.

The Consultant is expected to work closely with International Senior Expert on Electoral Corruption and Illicit Political Finance on the Deliverable nr. 3 (chapter on OSINT for investigation of illicit political finance and electoral corruption) and UNDP project team 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. Likewise, selected deliverables will be required in English language.

Before submission of final deliverables, the Consultant will discuss the draft documents with the parties involved, so that the final products reflect their comments.

Written interactions with the national partners, stakeholders and actors related to the assignment must be coordinated in advance with the UNDP project team. The UNDP project team 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 the UNDP Project team.

#### **V. Travel:**

The Consultant is expected to travel to Chisinau, Republic of Moldova to deliver the assignment. Travel will be arranged by the Project team in line with the UNDP Rules and Regulation.

## **VI. Financial arrangements:**

Payments will be disbursed in 1 (one) instalment 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 installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in 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).

## **VII. 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.

## **VIII. Qualifications and skills required:**

### Academic Background

- Master's degree (or 5 years university degree) in law, forensics, intelligence, computer science or a related field.

### Professional Experience

- Minimum 7 years of professional experience in the field of applying OSINT tools to detection, disruption and investigation of crimes and verifying information about the possible criminal activities.
- Proven experience of developing curriculum and trainings of the law enforcement agencies, military or security organizations or relevant government entities in at least 2 (two) similar assignments.
- The prior experience in delivering Training of Trainers courses constitutes a strong advantage

### Competencies

- Previous professional experience in working with international organizations, including UN Agencies.
- In-depth knowledge and understanding of tools and methodologies in the field of OSINT.
- Fluency in English. Knowledge of Romanian or Russian is considered an asset.

## **IX. 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 CVs and at least 3 references.
- One or more examples of documents in which the applicant was a principal author to prove the in-depth knowledge and understanding of tools and methodologies in the field of OSINT.

**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.

A retired government official is not considered in this case a government official, and as such, may be contracted.

Initially, individual consultants will be **shortlisted** based on the following minimum qualification criteria:

- Master's degree in law, forensics, intelligence, computer science or a related field.
- Minimum 7 years of professional experience in the field of applying OSINT tools to detection, disruption and investigation of crimes and verifying information about the possible criminal activities.
- Proven experience of developing curriculum and trainings of the law enforcement agencies, military or security organizations or relevant government entities in at least 2 (two) similar assignments.

### **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.

<b>Criteria and Scoring</b>	<b>Maximum Points Obtainable</b>
<b>Technical evaluation</b>	
Master's degree in law, forensics, intelligence, computer science or a related field. <i>(Master's degree – 25 pts., No – 0 pts.)</i>	<b>25</b>
Minimum 7 years of professional experience in the field of applying OSINT tools to detection, disruption and investigation of crimes and verifying information about possible criminal activities <i>(7 years – 20 pts., each additional year – 5 pts., up to max. 30 pts.)</i>	<b>30</b>
Proven experience of developing curriculum and trainings of the law enforcement agencies, military or security organizations or government entities in at least 2 (two) similar	<b>30</b>

assignments (2 assignments – 20 pts., each additional assignment – 5 pts., up to max. 30 pts.)	
The prior experience in delivering Training of Trainers courses constitutes a strong advantage (Yes – 30 pts., No - 0 pts.)	<b>30</b>
Previous professional experience in working with international organizations, including UN Agencies (Yes – 20 pts., No - 0 pts.)	<b>20</b>
Proven experience with similar projects/assignments in the European region (2 project/assignments - 10 pts., 1 project/assignment - 5 pts, No – 0 pts)	<b>10</b>
<b><u>Interview evaluation criteria</u></b>	
(Demonstrated technical knowledge and experience; communication/ interpersonal skills; initiative; creativity/ resourcefulness.	
<b>Only the first 5 applicants that have accumulated the highest technical score shall be invited to the interview.</b>	
Demonstrates the ability to plan, organize, and execute tasks and projects efficiently; to deliver agreed outputs within established timelines, resource constraints, and defined scope; and to monitor progress, manage risks, and make informed decisions to ensure high-quality results. (Strong – up to 40 pts., satisfactory – up to 20 pts., limited – up to 10 pts., no – 0 pts.)	<b>40</b>
Demonstrates the ability to lead teams or initiatives by inspiring, guiding, and aligning others toward shared objectives; to build constructive relationships with diverse stakeholders; and to navigate differing interests through persuasion, negotiation, and sound judgement. (Strong – up to 30 pts., satisfactory – up to 15 pts., limited – up to 5 pts., no – 0 pts.)	<b>30</b>
Demonstrates the ability to communicate clearly and effectively in both written and verbal forms; to tailor messages to different audiences; to present complex information in a structured, concise, and compelling manner; and to engage stakeholders through adaptive and persuasive communication (Strong – up to 30 pts., satisfactory – up to 15 pts., limited – up to 5 pts., no – 0 pts.)	<b>30</b>
Demonstrates the ability to <i>systematically analyze</i> the local political environment, identify political sensitivities, and incorporate contextual insights into decision-making and stakeholder engagement in a manner consistent with UNDP's operating principles. (Good – up to 30 pts., satisfactory – up to 15 pts., limited – up to 5 pts., no – 0 pts.)	<b>30</b>
Fluency in English required. Knowledge of Romanian or Russian is considered an asset. (Good level of English – 10 pts.; Knowledge of Romanian – 5 pts, Russian – 5 pts.)	<b>20</b>
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.)	
* <i>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.</i>	
<b>Maximum Total Technical Scoring</b>	<b>300</b>
<b><u>Financial</u></b>	
Evaluation of submitted financial offers will be done based on the following formula: <b><math>S = F_{min} / F * 200</math></b>	
<b>S</b> – score received on financial evaluation. <b>F<sub>min</sub></b> – the lowest financial offer out of all the submitted offers qualified over the technical evaluation round. <b>F</b> – financial offer under consideration	<b>200</b>

### Winning candidate

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