



Terms of Reference

Assignment:	National Expert on Voter Education Strategy Design
Duty Station:	Chisinau, Republic of Moldova
Project reference:	Strengthening Democratic Resilience in Moldova (EDMITE) Project
Contract type:	Individual Contract (IC)
Duration of assignment:	October 2026 – December 2026 (up to 30 working-days)
Indicative starting date:	October 2026

I. Background:

UNDP Moldova, through the “Strengthening Democratic Resilience in Moldova” (hereinafter “EDMITE”) Project, supports national efforts aimed at strengthening democratic institutions and processes, increasing the resilience of electoral processes, enhancing civic engagement and inclusion, and addressing emerging risks that may undermine democratic integrity.

Implemented from August 2024 to December 2028, the Project prioritizes three interrelated areas: strengthening oversight and enforcement mechanisms related to political finance; reinforcing the institutional capacity of electoral bodies to manage emerging risks; and fostering informed and inclusive civic participation. The Project is aligned with relevant recommendations of the OSCE/ODIHR and the Venice Commission and supports the implementation of the Strategic Plans of the Central Electoral Commission (CEC) and the Centre for Continuous Electoral Training (CICDE) for 2024–2027.

In the context of the upcoming 2027 General Local Elections, the EDMITE Project aims to contribute to informed and inclusive civic participation and to strengthen public resilience to risks that may undermine the integrity and credibility of electoral processes. General local elections represent an important democratic exercise, requiring citizens to make well-informed, independent and informed electoral choices and to participate actively in the democratic life of their communities. At the same time, political actors and other third parties should be discouraged from engaging in any form of interference, manipulation or other practices that may affect citizens’ ability or willingness to participate in electoral processes freely, independently and based on accurate information.

To address these challenges, the EDMITE Project will support the development of a comprehensive Voter Education Strategy for the 2027 General Local Elections, developed jointly with the CEC and validated through consultation with relevant state institutions, civil society organisations and international partners. The Strategy is expected to promote well-informed, independent and responsible voter participation, increase voter participation overall, and strengthen citizens’ resilience to information threats, manipulation and other practices that may undermine the integrity of electoral processes. The envisaged interventions should also contribute to transparency and public trust in electoral processes and institutions.

The envisaged interventions are further expected to promote inclusive participation and ensure that relevant population groups have equitable access to information and opportunities for meaningful participation in the electoral process. The Strategy may also contribute to supporting women’s political leadership and participation, strengthening voter engagement among relevant population

groups, and promoting electoral integrity, including by increasing public awareness of the importance of free, independent and informed electoral choices.

The development of an effective voter education strategy requires a clear understanding of the current electoral, social and information environment in Moldova, as well as of the perceptions, attitudes, behaviours, information needs and vulnerabilities of different population groups. While the EDMITE Project has developed its own problem analysis and has access to relevant existing research and evidence, there is a need for a comprehensive and evidence-based assessment that would consolidate available information, identify existing knowledge gaps and provide recommendations on additional research required to inform the design of interventions for 2027.

II. Scope of work and expected outputs:

In this context, the Project is looking to contract an Individual Consultant to conduct an evidence-based analysis of Moldova's electoral and information environment and to develop a comprehensive Voter Education Strategy for the 2027 General Local Elections. The Consultant will be expected to review and analyse available research and evidence, combine it with the Project's existing problem analysis, assess public perceptions, attitudes and behavioural factors relevant to electoral participation and decision-making, identify key challenges, vulnerabilities and opportunities, and recommend additional research, including surveys, omnibus surveys, focus groups or other appropriate research methods, where necessary.

Based on this analysis, the Consultant will develop a comprehensive Voter Education Strategy tailored to the EDMITE Project's mandate, scope and objectives. The Strategy will identify the priority issues, target groups, voter education objectives and an implementation matrix of interventions, mapped against the institutions and partners best placed to deliver them, required to support well-informed, independent and inclusive participation in the 2027 General Local Elections and strengthen resilience to information threats and interference that may undermine citizens' ability to make free and informed electoral choices. The Strategy will be validated through a multi-stakeholder consultation process and submitted to the CEC for endorsement.

The specific tasks include:

1. Review and analysis of the electoral and information environment

Objective: Evidence-based assessment of the factors affecting voter participation, electoral decision-making and resilience to information threats and other practices that may undermine electoral integrity.

The activity will include:

- Prepare an inception report containing the methodology, detailed work plan, final schedule for the assignment;
- Review the EDMITE Project's existing problem analysis and relevant available research, surveys, studies, reports and other evidence concerning the electoral, social and information environment in Moldova. Resulting analysis should provide an evidence-based assessment of the following:
 - main factors affecting voter participation and electoral engagement;
 - public perceptions, attitudes and behavioural factors relevant to electoral participation and decision-making;
 - citizens' information needs and access to accurate and reliable electoral information;
 - key barriers and vulnerabilities that may affect citizens' ability to make well-informed and independent electoral choices;
 - relevant risks related to undue influence, manipulation and other practices that may undermine electoral integrity;
 - differences between relevant population groups and the specific needs of groups requiring targeted communication interventions;

- current communication and information environment, including ongoing initiatives, relevant communication channels, information sources and trusted messengers;
- any knowledge gaps and recommend additional research required to support the development of the Voter Education Strategy.
- Where relevant, provide detailed recommendations for omnibus surveys, focus groups or other appropriate qualitative and quantitative research methods. Recommendations should clearly define the purpose and scope of the proposed research, key research questions, relevant target groups and the recommended methodological approach.
- Draft a comprehensive Analytical Report on Moldova's electoral and information environment (approx. 30 pages), identifying the main challenges, vulnerabilities, opportunities and priority areas for intervention.

2. Update of Analytical Report on Moldova's electoral and information environment

Objective: Review and analyse the data and findings generated through the additional research conducted in response to the report recommendations and update the Analytical Report on Moldova's Electoral and Information Environment (Deliverable 1) based on the additional research and findings.

The activity will include:

- Review and analyse the data and findings generated through the additional research conducted in response to the report recommendations;
- Update the Analytical Report on Moldova's electoral and information environment (Deliverable 1) based on the additional research and findings.

3. Development of the Voter Education Strategy for the 2027 General Local Elections

Objective: Develop a comprehensive Voter Education Strategy and Implementation Matrix, validated through a multi-stakeholder consultation process, for the 2027 General Local Elections.

The activity will include:

- Develop a comprehensive Voter Education Strategy to guide the Project's interventions in preparation for and during the 2027 General Local Elections.

The Strategy document should identify the main voter education priorities and define the strategic approach required to:

- increase voter participation;
- support well-informed, independent and responsible electoral participation and decision-making;
- strengthen citizens' resilience to information threats, manipulation and interference that may affect electoral participation or electoral choices;
- promote inclusive participation and equitable access to relevant electoral information;
- strengthen voter engagement among relevant population groups;
- contribute to public trust, transparency and electoral integrity;
- increase public's support for women's political leadership and participation.

The Strategy shall include but not limited to a mission and vision, objectives, implementation matrix identifying, for each recommended intervention, what is to be delivered, how it will be implemented, and which institution or partner is best placed to lead or contribute to it.

The Strategy shall also take into consideration a multi-stakeholder implementation approach, involving, as appropriate, international organizations, national institutions, CSOs and other relevant stakeholders.

The recommendations and proposed activities should therefore consider the potential roles, comparative advantages and capacities of different types of implementing partners. Where relevant, the Strategy should identify the most suitable type of implementing partner or stakeholder for the implementation of specific interventions and activities, taking into account their respective mandates, expertise, outreach capacities and ability to effectively reach the identified target groups.

- Prepare materials for, present at, and facilitate a validation workshop, organised by UNDP jointly with the CEC, bringing together relevant state institutions, civil society organisations and international partners to review and provide feedback on the draft Strategy.
- Incorporate feedback from the validation workshop and finalise the Voter Education Strategy and Implementation Matrix for submission to the CEC.

III. Expected Deliverables and Timeframe:

	Key deliverables	Working Days	Timeline
1.	Activity 1. Review and analysis of the electoral and information environment Deliverable 1: Analytical Report in English (approx. 30 pages) consolidating the Project's problem analysis, available research and evidence, stakeholder consultations and recommendations regarding priority issues, target groups, interventions and additional research needs.	7	31.10.2026
2.	Activity 2. Update of Analytical Report on Moldova's electoral and information environment Deliverable 2: Updated the Analytical Report in English on Moldova's Electoral and Information Environment accordingly.	3	30.11.2026
3.	Activity 3. Development of the Voter Education Strategy for the 2027 General Local Elections Deliverable 3: Voter Education Strategy and Implementation Matrix (approximately 30 pages in English) for the 2027 General Local Elections, validated through a multi-stakeholder consultation workshop and submitted to the CEC, identifying the most suitable implementing partners for each intervention based on their mandates, expertise, comparative advantages and outreach capacities. PowerPoint presentation summarizing the key findings, strategic priorities and proposed Strategy.	20	31.12.2026
	Total Working Days	30	

IV. Institutional arrangements:

The timeframe for the work of the Consultant is tentatively planned for October – December 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 final Strategy shall be submitted to the CEC for endorsement.

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

No reports or documents should be published or distributed to third parties without the approval of the UNDP Project team.

V. Duty Travel:

The assignment is home-based. No travel is expected under this assignment.

VI. Financial arrangements

The financial proposal shall specify a total lump sum amount, calculated based on professional fee per working day only, and payment terms structured around specific and measurable deliverables. Payment will be made upon the successful completion and approval of each deliverable. To assist in the comparison of financial proposals, the financial proposal shall include a breakdown of the lump sum amount, including daily fee, taxes, communication costs, and the number of anticipated working days per deliverable.

VII. Confidentiality

Materials provided to the Consultant and all proceedings within the consultancy contract shall be regarded as confidential, both during and after the consultancy.

VIII. Qualifications and skills required

- **Academic Background:**
 - Master's degree (or 5 years university degree) in political science, public policy, sociology, international relations, communications, public relations, marketing, media studies, behavioural sciences or a related field.
- **Professional Experience:**
 - Minimum 7 years of professional experience in civic or voter education, public information, public opinion research, electoral processes, or policy analysis;
 - Proven experience in developing voter education strategies, civic education programmes and/or public information campaigns;
 - Experience in conducting, commissioning, managing or analysing quantitative and qualitative research, including public opinion surveys, audience research, focus groups or behavioural analysis (at least three assignments);
 - Demonstrated experience in using research and evidence to inform civic or voter education interventions, including voter education strategies;
 - Experience in assignments related to elections, democracy, civic participation, governance, electoral integrity or other relevant public interest areas is an advantage;
 - Experience working with international organizations.
- **Competencies:**
 - Understanding of Moldova's electoral, political, social, media and information environment.
 - Strong analytical and strategic thinking skills, including the ability to identify knowledge and evidence gaps, interpret complex research findings and problem analyses, and translate these into clear, evidence-based strategic recommendations and communication interventions;

- Ability to plan, organize, and execute tasks efficiently; to deliver agreed outputs within established timelines, resource constraints, and defined scope; and to monitor progress and manage risks.
- 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 manage stakeholder expectations.
- Fluency in English and Romanian.

IX. Documents to Be Included When Submitting the Proposals

1. Signed and filled-in Offeror's letter to UNDP confirming interest and availability for the individual contractor (IC) assignment, incorporating Financial proposal in Annex 2 (in USD, specifying a total requested amount per working day, including all related costs, e.g. fees, phone calls etc.). 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;
2. Proposal (Motivation Letter): 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 comprehensive studies);
3. Duly completed and updated personal CV and at least 3 references.
4. Examples of documents (reports, studies) where the applicant was a principal author to prove expertise in survey analysis.

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.

X. Evaluation Method

Individual consultants will be assessed based on the following methodology.

Minimum qualification criteria

- Master's degree in political science, public policy, sociology, international relations, civic or electoral education, communications, public relations, marketing, media studies, behavioural sciences or a related field.
- Minimum 7 years of professional experience in civic or voter education, public information, public opinion research, electoral processes, or policy analysis.
- Citizen of the 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, and acceptable; and (b) having received the highest score out of a pre-determined set of weighted technical and financial criteria.

- Technical Criteria weight – 60% (300 pts);
- Financial Criteria weight – 40% (200 pts).

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

Criteria and Scoring	Max Points
Technical	
Master's degree in Political Science, Public Policy, Sociology, International Relations, Civic or Electoral Education, Communications, Public Relations, Marketing, Media Studies, Behavioural Sciences or a related field (20 pts), PhD (30 pts).	30
Minimum 7 years of professional experience in civic or voter education, public information, public opinion research, electoral processes, or policy analysis (7 years – 25 pts., each additional year – 5 pts, up to 40 pts in total).	40
Proven experience in developing voter education strategies, civic education programmes and/or public information campaigns (1 assignment – 20 pts., each additional – 5 pts, up to 30 pts in total).	30
Experience related to commissioning, managing or analysing quantitative and qualitative research, similar to public opinion surveys, audience research, focus groups or behavioural analysis (3 assignments - 20 pts, each additional – 10 pts, up to 40 pts in total).	40
Demonstrated experience in using research and evidence to inform civic or voter education interventions, including voter education strategies (1 assignment – 15 pts., each additional – 5 pts, up to 20 pts in total).	20
Experience in assignments related to elections, democracy, civic participation, governance, electoral integrity or other relevant public interest areas (1 assignment – 15 pts., each additional – 5 pts, up to 20 pts in total).	20
Experience working with international organizations (Yes – 10 pts, No – 0 pts).	10
Belonging to the group(s) under-represented in the UN Moldova and/or the area of assignment* (No – 0 pts., to one group – 5 pts., to two or more groups – 10 pts.) * 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.	10
Subtotal desk review Scoring:	200
Interview	
Understanding of Moldova's electoral, political, social, media and information environment. (Strong – 30 pts., satisfactory – 25 pts., limited – 15 pts., no ability – 0 pts.)	30
Strong analytical and strategic thinking skills, including the ability to identify knowledge and evidence gaps, interpret complex research findings and problem	20

analyses, and translate these into clear, evidence-based strategic recommendations and communication interventions. (Strong – 20 pts., satisfactory –15 pts., limited –10 pts., no ability– 0 pts.)	
Ability to plan, organize, and execute tasks efficiently; to deliver agreed outputs within established timelines, resource constraints, and defined scope; and to monitor progress and manage risks. (Strong – 20 pts., satisfactory – 15 pts., limited – 10 pts., no ability – 0 pts.)	20
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 manage stakeholder expectations. (Strong – 20 pts.; satisfactory – 15 pts.; limited – 10 pts.; no ability – 0 pts)	20
Language proficiency: Romanian (mandatory) – 5 pts; English (mandatory) – 5 pts.	10
Subtotal interview Scoring	100
Maximum Total Technical Scoring	300
Financial	
Evaluation of submitted financial offers will be done based on the following formula: $S = F_{\min} / F * 200$ 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 candidate who has accumulated the highest aggregated score (technical + financial).