

Project title	Strengthening Parliamentary Democracy in Moldova (PADEM)		
Form title	<b>Service Provider for Strengthening Parliamentary Research Capacity</b>	Version	3.0

## Terms of Reference: Service Provider for Strengthening Parliamentary Research Capacity

Project	Strengthening Parliamentary Democracy in Moldova (PADEM)
Application Deadline	June 30 <sup>th</sup> , 2026
Start/end date	July 2026 - March 2027
Budget	Up to: 50,000 CHF
Inputs	The Service Provider is commissioned to execute a comprehensive, evidence-based programme for strengthening the internal research capacity of the Parliament. This assignment focuses entirely on enhancing practical capacities through modern research methods, data processing, the creation of high-impact infographics, and the responsible application of AI tools.
Location and travel arrangements	<p><b>Diagnosis and Planning Phase:</b> To be conducted at the Service Provider's premises and, where applicable, through interviews with relevant stakeholders in Chisinau.</p> <p><b>Implementation Phase:</b> Training sessions and workshops will be held in Chisinau (or designated venues within Moldova), fully arranged and managed by the Provider.</p> <p><b>Logistical Responsibility:</b> The Provider acts as an integral organiser, covering all costs related to venues, technical equipment, catering, materials production, and participant support. No international travel is foreseen for the provider's experts.</p>
Supervision	<p>Overall approval of deliverables is with the PADEM Project Team Leader while the financial processing lies with the Project Supervisor.</p> <p>Technical Supervision will be provided by the PADEM Component Leader regarding methodology and content.</p> <p>The Provider will ensure seamless coordination with the Parliament Secretariat to align activities with the legislative calendar and ensure their endorsement of the deliverables prior to final approval.</p>
Number and title of the activity according to the PADEM Document and YOP1	<u>1.3 Support to strengthening professional research capacities of the parliament and enhancing cooperation of Parliament with independent oversight agencies</u>

### 1. BACKGROUND INFORMATION

#### 1.1. The Project Description

The Strengthening Parliamentary Democracy in Moldova (PADEM) project is a four-year strategic initiative (2025–2029) funded by the Swiss Agency for Development and Cooperation (SDC) and implemented by DAI Global Belgium.

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The overarching goal of the project is to ensure that Moldovan society is politically represented by a well-functioning Parliament that guarantees transparent, fair, evidence-based, and inclusive legislative processes. PADEM's objectives are strictly aligned with the governance priorities of Switzerland in Moldova and the country's accelerated path toward European Union integration.

The project operates through three interconnected components designed to create a holistic "parliamentary ecosystem":

*Component 1: Legislative Process* – Focusing on improving the quality of legislative drafting, strengthening of the Parliament's internal capacity to produce high-quality and evidence-based research, empowering MPs with robust induction toolkits, and piloting pre-legislative scrutiny to ensure laws are evidence-based.

*Component 2: Parliamentary Oversight* – Aiming to institutionalise consistent oversight by establishing tracking systems for government accountability and strengthening budget scrutiny.

*Component 3: Representation and Communication* – Enhancing transparency through the digitalisation of parliamentary services and the implementation of a modern communication strategy to bridge the gap between the legislature and citizens.

## 1.2. Political Context and Rationale

In the dynamic political landscape of the Republic of Moldova, the Parliament's role as the primary legislative and oversight body is central to a functioning democracy. To effectively fulfill its mandate, which includes drafting laws, holding the executive accountable, and representing citizens' interests, it is imperative that Parliament possesses robust, independent, and internal research capacity.

A strong parliamentary research function serves as a critical pillar of good governance and effective law-making. It empowers Members of Parliament (MPs) and parliamentary committees to:

**Formulate well-informed legislation:** by providing objective data, policy analysis, and comparative studies, research ensures that new laws are relevant, feasible, and beneficial for Moldovan citizens. This shifts legislative processes towards solutions grounded in factual evidence rather than solely on opinion or ideology.

**Exercise effective executive oversight:** research capacity equips MPs with the analytical tools to scrutinise government policies, budgets, and implementation strategies. It allows them to identify potential gaps, question assumptions, and hold the executive accountable with credible evidence, thereby strengthening the democratic balance of power and enhancing transparency.

**Enhance democratic representation:** when MPs are supported by sound research, they can better understand the diverse needs and concerns of their constituents, articulate policy positions with greater clarity, and make decisions that genuinely reflect the public interest. This deepens democratic engagement and builds public trust in parliamentary institutions.

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Currently, while some research efforts exist within the Parliament, they may be fragmented, reactive, or limited in scope. This can hinder the Parliament's ability to consistently deliver on its mandate, potentially leading to policy decisions based on incomplete information or falling short of national development objectives and international best practices. Therefore, a comprehensive consolidation of research capacities is not just beneficial, but a strategic necessity to address these challenges and ensure the Parliament operates as an efficient and modern legislative body.

This need for enhanced research capabilities is further amplified by the country's broader strategic goals, including its aspirations for European integration. An effective research capacity-building programme is thus a strategic imperative designed to equip parliamentary staff with the cutting-edge technical knowledge and analytical skills required to fulfill their legislative research, oversight, and representative duties in an increasingly complex environment.

### 1.3. Intervention Strategy and Philosophy

To address these challenges effectively, PADEM adopts an intervention strategy that combines best practices from international parliamentary development with behavioral science. The project moves beyond traditional training to foster sustainable and systemic change based on five core principles:

Partner-led problem-solving: PADEM works directly with the Parliament Secretariat and the Department of Parliamentary Studies (DPS) to develop solutions that they own. The research capacity-building programme is not imposed; it is co-designed to ensure it meets the specific realities of the Moldovan legislature.

Integration: The project works simultaneously with MPs, committee consultants and the Secretariat, strengthening each distinctly, while continually finding points of alignment and mutual interest to create a cohesive legislative machine.

Pockets of good practice: By working with specific groups of researchers, the project encourages innovation. Successful research modules will serve as a "proof of concept" to be replicated and expanded in the future.

The "Ripple Effect" (Sustainability): The project aims to institutionalise knowledge. The materials and methodologies developed under this assignment are intended to become permanent assets of the Parliament, ensuring that professional research becomes a standard norm, not a one-off, project-based event.

Motivation and Culture: Beyond technical skills, the project seeks to foster a parliamentary culture of collaboration, ethics, and cross-party dialogue, essential for the stability of the democratic process.

### 1.4. Scope of the Assignment

This initiative is designed as a strategic strengthening of research capacity for the Moldovan Parliament during the period July 2026 - March 2027.

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PADEM is seeking a specialised Service Provider to design and deliver this high-level research capacity-building programme. The focus will be on deep capacity building in areas identified through a rapid needs assessment, including:

- Innovative methodologies for comparative parliamentary research.
- The deployment of advanced research tools.
- The responsible and effective use of Artificial Intelligence for analysis.
- Techniques of data collection, processing, and visualisation.
- Data analysis and interpretation.
- Advanced search methods.

This assignment aims to bridge the gap between "an emerging research capacity" and "an effective and strategic legislative research capacity."

## 2. OBJECTIVES AND EXPECTED RESULTS

### 2.1 General objective

The intervention is designed to accelerate the consolidation of the overall parliamentary research capacity, ensuring that the institution and its staff possess the technical competencies and tools required to effectively support the Parliament's crucial legislative and oversight functions and to contribute to the national agenda through evidence-based policymaking.

### 2.2. Assignment objective

The assignment is structured around one core strategic pillar, for which the Provider must propose a comprehensive execution concept: **Practical Capacity Building on Modern Tools**, to equip parliamentary research staff with practical, technical skills necessary to conduct daily legislative research, utilizing data processing, advanced search methods, compelling infographics, and the ethical application of AI tools.

### 2.3. Expected Results

By the end of the assignment, the Service Provider is expected to achieve the following tangible results:

- **Comprehensive Training Package:** A fully developed, hands-on curriculum tailored specifically to the daily legislative duties of parliamentary staff. Instead of theoretical approaches, this package will deliver applied training modules, practical exercises based on actual parliamentary research requests, and ready-to-use toolkits focused on advanced research, data visualization, and AI utilization.
- **Capacity Building Delivery:** Execution of interactive, in-person trainings and workshops based on the Provider's concept.
- **Applied AI Guidelines:** A customized guideline (such as a succinct methodology or a core set of rules) for parliamentary staff on ethical and effective prompt engineering and AI utilization in legal research.

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- **Data Visualisation Portfolio:** A set of standardized templates and pilot infographics ready for use in parliamentary activities.

### **Adaptive Logistical Coordination:**

Seamless execution of all logistical arrangements (venue, technical support, interpretation) is ensured by the service provider when required. Crucially, the logistical implementation must remain agile and context-sensitive, allowing for adjustments in scheduling, format, or grouping of participants as required by the specific dynamics and operational needs of the Parliament.

## 3. SCOPE OF THE WORK

### 3.1 General

The service provider is expected to design and deliver a modular research capacity-building programme (April 2026 - March 2027). Rather than following a rigid prescribed curriculum, the Provider is requested to submit a Concept detailing how they will achieve the objective across the activities below.

### 3.2 Specific Activities

The Provider's concept must cover the following detailed activities focused on modern research tools and techniques:

- **Activity 1.1: Advanced Research Methodologies:** Develop and implement training modules focusing on innovative methodologies for comparative parliamentary research and advanced search methods. Equip staff with techniques for complex data collection and rigorous qualitative analysis.
- **Activity 1.2: AI for Legislative Analysis:** Train staff on the responsible and ethical use of Artificial Intelligence for parliamentary research and legislative analysis. This must include practical workshops on utilizing LLMs (Large Language Models) to summarize extensive documents, and structure logical arguments, all while strictly adhering to data confidentiality and institutional security protocols.
- **Activity 1.3: Data Processing & Visualisation (Infographics):** Equip staff with advanced techniques for data processing and high-quality visualisation. Provide hands-on training in transforming complex statistical data into easily digestible infographics and policy briefs tailored for Members of Parliament and public consumption.

### 3.3 Target Groups and Key Stakeholders

The key target groups relevant to this assignment are:

- **DPS Staff:** The primary participants in the research capacity-building program.
- **PSCs Consultants and other relevant Parliament Staff:** These groups may be included in training and workshops.
- **MPs:** Indirect beneficiaries of improved research capacity.

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Key Stakeholders relevant to this assignment are:

- **Parliament Secretariat Staff:** Institutional partners who will coordinate and ensure alignment of activities with the institutional calendar.
- **Experts of the National Parliament:** These may include subject-matter specialists, parliamentary researchers, or other internal experts whose insights are crucial for the development and validation of the research capacity-building initiatives.

#### 4. DELIVERABLES AND REPORTING REQUIREMENTS

The service provider is expected to deliver the following outputs:

No.	Deliverable Name	Description & Content Requirements	Indicative Deadline
1	<b>Inception Report &amp; Action Plan</b>	A comprehensive document outlining the operationalization of the Provider's proposed concept focusing on the core capacity-building activities.	Week 4 (TBC)
2	<b>Training Materials</b>	A comprehensive set of instructional resources, specifically tailored for parliamentary needs, including: <u>Training Modules &amp; Presentations:</u> Detailed slides and handouts covering advanced comparative research methodologies. <u>Practical Exercises &amp; Case Studies:</u> Hands-on assignments based on actual legislative scenarios relevant to the Parliament's activity. <u>AI for Legislative Research Toolkit:</u> Prompt libraries, ethical checklists, and data security guidelines for using LLMs safely. <u>Visualisation Assets:</u> A library of editable, standardized infographic and policy brief templates adapted for parliamentary committee reports. <u>Assessment Tools:</u> Pre- and post-training evaluation questionnaires to measure skill acquisition.	Draft: Week 8 Final: Week 10
3	<b>Delivery of Training Sessions</b>	Execution of the capacity-building programs based on the proposed methodology. Includes full logistical execution.	September – December 2026
4	<b>Session Implementation Reports ("Flash Reports")</b>	Brief, standardized reports (3-5 pages) submitted after each training cycle. Covers attendance, key topics, evaluation feedback, and operational adjustments.	10 days after each session
5	<b>Post-Training Practical Handbook</b>	A procedural guide and set of standard workflows detailing how parliamentary staff will step-by-step integrate and apply the newly	January 2027 (TBC)

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		acquired AI tools and data visualization techniques into their daily legislative research and committee activities.	
6	<b>Final Assignment Report &amp; Digital Archive</b>	Consolidated narrative report: <ul style="list-style-type: none"> <li>•Analysis of impact and knowledge retention.</li> <li>•Recommendations for future research development cycles.</li> <li>•Digital Archive: All editable source files (materials, infographics, templates).</li> </ul>	March 31, 2027

### Reporting Requirements and Language:

*Working Language:* All administrative reports (Inception, Flash Reports, Final Report) shall be written in English.

*Training Language:* All training materials (Toolkit, Slides) and the delivery of the sessions shall be in Romanian, with interpretation provided by the Service Provider if required.

*Format:* All written deliverables must be submitted in editable electronic formats (Microsoft Word, PowerPoint).

## 5. SUPERVISION

### 5.1. Supervision and Coordination

The Service Provider will work under the direct technical supervision of the PADEM Team. Overall technical quality assurance and contractual authority, in line with the Project's Operational Manual and procurement guidelines, will be provided by DAI, acting as the Contracting Authority. Operational implementation and agenda validation will be coordinated closely with the Parliament Secretariat. The Secretariat will provide access to relevant information, facilitate coordination as needed, and participate in the endorsement of the deliverables. The Contracting Authority is DAI Global Belgium, acting as the implementing entity of the PADEM project. DAI will oversee the assignment's execution and retain ultimate responsibility for the formal validation of all deliverables.

### 5.2. Professional Conduct

Given the institutional context, the Provider is strictly required to maintain political neutrality, impartiality, and confidentiality throughout the assignment.

### 5.3. Intellectual Property (IP)

All materials produced under this assignment (including the "Legislator's Toolkit," visual assets, and curricula) remain the exclusive property of the PADEM project (DAI/SDC) and the Parliament of Moldova. This ensures full rights for the Parliament to reuse and update materials in future mandates. The Service Provider may not publish, reproduce, or claim authorship of any deliverables without prior written consent from DAI.

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## 6. DATES AND DURATION

The assignment is expected to start in July 2026 and conclude by March 31, 2027. As outlined in the Deliverables section above, the activities will be implemented in a phased and flexible manner to accommodate the parliamentary calendar, ensuring that curriculum design, production of training materials, and delivery of sessions are fully completed and handed over within this timeframe.

## 7. LOGISTICS

### 7.1 Main duty station

The assignment will be implemented in the Republic of Moldova, with the main counterpart agency being the Secretariat of the Parliament of the Republic of Moldova, located in Chişinău.

Training sessions shall primarily be hosted within the premises of the Parliament, utilizing venues provided by the Parliament Secretariat. Should these facilities be unavailable, the service provider shall arrange and cover the costs for alternative venues in Chişinău, subject to prior consultation with PADEM and the Parliament Secretariat.

### 7.2 Travel arrangements

No international travel is foreseen under this assignment. Any local transportation costs (e.g., for coordination or training activities) shall be organised and covered by the service provider and included in the proposed financial offer.

### 7.3 Support staff and backstopping

The service provider will coordinate directly with the Parliament Secretariat on all operational aspects of the assignment, including logistics, agenda discussions, and approvals related to the training sessions (including materials). PADEM will facilitate the initial introduction between the provider and the Parliament Secretariat and, where necessary, mediate communication to ensure alignment with project objectives. The provider shall maintain regular communication with PADEM's Component Leader 1 and the Team Leader throughout the assignment.

### 7.4 Facilities

The service provider shall ensure all necessary facilities, equipment, and services for the successful implementation of the assignment, including but not limited to:

- Venue rental, catering, and technical equipment (e.g., projector, sound system) for training sessions;
- All IT and communication tools required by the provider's team.

While PADEM will not provide any office space or technical equipment, such facilities may be made available free of charge by the Parliament.

## 8. CANDIDATE SELECTION CRITERIA

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Interested service providers (companies or consortia) must demonstrate the following qualifications and experience:

#### 8.1. Entity Qualifications (Company):

The Service Provider must demonstrate solid experience in parliamentary capacity building or governance, with proven expertise in designing modular staff development programs based on modern-learning methodologies.

The successful applicant must have a proven track record of providing similar capacity-building and restructuring services to other national parliaments as well as previous experience in delivering consultancy services to the Parliament of the Republic of Moldova. Furthermore, the applicant must combine strong logistical capabilities for managing events with deep knowledge of the Moldovan context, ensuring the timely delivery of all outputs within the strict April 2026 - March 2027 timeframe, in full compliance with donor visibility standards.

#### 8.2. Key Experts Profile (to be included in the proposal):

The Service Provider is expected to propose a team to cover the specific technical dimensions. The proposed allocation of days below is a maximum threshold; the Provider may suggest optimal utilization based on their Concept:

**Expert 1 – Task Manager and Expert on Parliamentary Development and Capacity Building - [Up to 40 Days]:** Lead the development of the capacity-building concept and overall training curriculum. Deliver training sessions and practical workshops on parliamentary research methodologies, integrating international standards and best practices. Ensure overall assignment management, methodology implementation, and quality assurance.

##### **Qualifications:**

- Advanced degree in Law, Political Science, Public Administration, or relevant fields.
- Minimum 8 years of national and international experience in parliamentary development and capacity building.
- Proven track record in managing technical assistance projects and coordinating expert teams.

**Expert 2 – Expert on Legislative Research and AI Applications - [Up to 25 Consulting Days]:** Develop and deliver modules on the technical aspects of research, advanced methodologies, and the ethical application of Artificial Intelligence for legislative analysis.

##### *Qualifications:*

- Advanced degree in Law, Political Science, International Relations, or relevant fields.
- Minimum 7 years of experience in parliamentary research or public policy.
- In-depth knowledge of legislative research processes and methodologies.
- Solid understanding of AI tools (including LLMs) and techniques adaptable for legal and legislative analysis.

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**Expert 3 – Expert on Data Processing and Infographics - [Up to 25 Consulting Days]:** Develop and deliver modules on data analysis, statistical processing, and information visualisation (including high-quality infographics and policy briefs).

*Qualifications:*

- Advanced degree in Statistics, Economics, Quantitative Social Sciences, or relevant fields.
- Minimum 5 years of experience in data analysis, visualisation, and infographic creation.
- Experience in using statistical and data visualisation software.
- Proven ability to translate complex data into accessible visual formats for decision-makers.

## 9. SUBMISSION AND EVALUATION

### 9.1. Proposal Submission Requirements

Interested service providers must submit a proposal package in English, comprising a Technical Proposal and a Financial Proposal as separate files.

#### Technical Proposal

Interested candidates or organisations may apply in one of the following ways:

**Companies (or Consortia)** may propose a team of experts with clearly defined roles and responsibilities to cover the assignment.

Each application (regardless of the selected option) must include the following documents:

**Technical Proposal** (max. 15 pages), outlining the understanding of the assignment, the proposed Concept for research capacity development and training delivery, and a work plan.

#### CVs of the proposed Team:

- CVs of the 3 Key Experts;
- Brief profile/CV Event Manager (required for the logistics).

**Portfolio/Samples:** Examples of previous relevant work (e.g., training materials, research reports, infographics, or visual guides) to demonstrate capacity for Objectives 1, 2, and 3.

#### Financial Proposal:

- Must specify the **Daily Fee** (gross amount) for each expert.
- Must include a separate budget line for Operational/Logistical Costs: Event Manager, venue rental (optional), catering, printing, interpretation, required to deliver the sessions and materials.

**Note:** *The PADEM project is subject to a 0% VAT rate. Therefore, all quoted prices must reflect this exemption, while remaining inclusive of any other applicable taxes.*

### 9.2. Submission Modality

**Proposals must be submitted electronically no later than June 30<sup>th</sup> 2026.**

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The application package shall consist of two separate files: the Technical Proposal (PDF) and the Financial Proposal (PDF/Excel).

Please ensure the email subject line reads: **PADEM Research Capacity Building – [Applicant Name]**.

Late submissions or offers that do not separate financial data from the technical proposal will not be considered.

### 9.3. Evaluation and Selection Criteria

Selection will follow a competitive procurement process in line with donor (SDC/DAI) standards. Evaluation will be based on a Quality and Cost-Based Selection (QCBS) method, with the following weights:

- Technical Proposal: 70%
- Financial Proposal: 30%

#### 9.3.1. Technical Evaluation (70 points)

**Technical proposals will be evaluated based on the following criteria (Maximum 70 points):**

##### 1. Company Experience and Local Knowledge (10 pts)

- **Company Experience (6 pts):** Track record in training public officials, parliamentary capacity building, and managing complex events.
- **Local Knowledge (4 pts):** In-depth knowledge of the Moldovan institutional landscape and legislative framework; fluency in Romanian is a distinct advantage.

##### 2. Proposed Methodology, Approach, and Work Plan (35 pts)

- **Understanding of Context (10 pts):** Depth and clarity of the bidder's understanding of the assignment requirements and alignment with PADEM's strategic objectives.
- **Methodology and Concept (15 pts):** Quality, feasibility, and relevance of the proposed Concept for the development and delivery of the training program (including proposed training methods, adaptation to the target audience, and the overall professional presentation of the offer).
- **Logistics, Work Plan, and Timeline (10 pts):** Clear plan for coordinating administrative tasks, materials, and a realistic schedule ensuring all activities (diagnosis, planning, development, and delivery) are logically sequenced and completed between July 2026 and March 2027.

##### 3. Key Experts and Team Composition (25 pts)

- **Expert 1: Task Manager and Expert on Parliamentary Development (11 pts);**
- **Expert 2: Expert on Legislative Research and AI Applications (7 pts);**
- **Expert 3: Expert on Data Processing and Infographics (7 pts).**

#### 9.3.2. Financial Evaluation (30 points)

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Financial proposals will be scored based on the formula:

$$\text{Score} = 30 \times (\text{Lowest Price} / \text{Bidder's Price})$$

Financial proposals will be reviewed for cost realism, consistency with the technical approach, and compliance with ToR requirements. Unrealistically low or high budgets, or budgets lacking detail, may negatively affect the financial score.

### 9.3.3. Final Score and Award

The final score for each proposal will be the sum of the technical and financial scores. The contract will be awarded to the bidder with the highest final score, provided all eligibility and compliance requirements are met. In case the top-ranked bidder fails to conclude a contract, PADEM reserves the right to invite the next-ranked bidder for contract negotiations.

### 9.4 Subcontracting

No subcontracting is allowed under this assignment.

[Annex 1: Example of financial proposal\\_detailed](#)