



TERMS OF REFERENCE

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| Job title: | UX/UI and Service Experience Designer |
| Duty Station: | Republic of Moldova, Chisinau |
| Reference to the project: | Resilient Communities through Women Empowerment, Phase 2 (ResCom 2) |
| Contract type: | Individual Contract |
| Assignment type: | National Consultant |
| Contract duration: | July – December 2026 |
| Expected workload: | 100 working days |
| Indicative starting date: | 25 June 2026 |

1. BACKGROUND

UNDP supports the Government of the Republic of Moldova in advancing public administration reform in line with the Public Administration Reform Strategy 2023-2030 (PARS) and the EU accession agenda. An important dimension of this process is strengthening local governance through improved service delivery, enhanced administrative efficiency, and increased accessibility of public services for citizens and businesses.

Administrative-territorial fragmentation remains a structural challenge affecting the ability of Local Public Authorities (LPAs) to deliver quality public services. Smaller and institutionally constrained communities face limitations in strategic planning, public investment management, administrative efficiency, and service provision. In this context, the Government is advancing local public administration reform, including voluntary amalgamation and the development of integrated service delivery models such as Centres for Unified Public Services (CUPS), aimed at improving accessibility, efficiency, continuity, and quality of services at local level.

UNDP, through the Project “Resilient Communities through Women Empowerment, Phase 2” (ResCom 2) (2024-2028), supports these reform efforts by strengthening local governance systems and institutional capacities, while ensuring alignment with broader national priorities, including climate resilience, gender equality, and sustainable development. Under Outcome 1, the project focuses on enhancing efficient, resilient, and inclusive local governance processes, including through improved service delivery models, strengthened administrative capacities of LPAs, and support for digital transformation initiatives related to local public administration and integrated service delivery.

At the same time, digital transformation represents a key enabler for improving the quality, accessibility, and efficiency of local public services. National digital platforms and interoperability solutions such as EVO, MConnect, MPass, MSign, and e-APL create important foundations for more integrated, user-oriented, and efficient public administration. However, despite significant progress in digitalization, the user experience across local digital systems remains fragmented. Users often interact with multiple disconnected platforms and interfaces, encounter inconsistent navigation and workflows, and face difficulties in understanding how to access services, systems, support resources, and operational information.

At present, e-APL exists as an operational platform supporting selected local administration processes and services. However, in the context of the local public administration reform and ongoing digital transformation efforts, e-APL is expected to evolve into a more coherent and integrated entry point for LPAs, allowing users to access systems, services, resources, support tools, and operational functionalities through a unified experience.

In parallel, the ongoing rollout of integrated service delivery models, including CUPS, requires better alignment between physical service delivery points, digital systems, workflows, and user interaction mechanisms. Ensuring a coherent and user-centered experience across these elements is essential to improving adoption of digital systems, reducing administrative burden, simplifying onboarding of new users, and increasing operational efficiency within LPAs.

In this context, UNDP seeks to engage a UX/UI and Service Experience Designer (hereinafter - the Consultant) to support the assessment, redesign, and improvement of the user experience and information architecture of the e-APL ecosystem (eAPL landing page, backoffice and EVO platform that will have a citizen view for finding CUPS / APL services), including integration of CUPS-related functionalities and public-facing service access components.

The assignment will focus on improving usability, navigation, service accessibility, onboarding experience, workflow coherence, and interaction between systems and user roles, while building on existing national digital infrastructure and institutional arrangements. The assignment does not include software development activities but aims to provide structured UX/UI concepts, user flows, prototypes, and implementation-oriented recommendations to support future platform improvements and integration efforts.

2. OBJECTIVE AND EXPECTED OUTPUTS

In this context, UNDP seeks to engage a UX/UI (User Experience/User interface) and Service Experience Designer (hereinafter - the Consultant) to provide analytical, conceptual, and practical UX/UI design support to national authorities, focusing on improving the usability, coherence, accessibility, and overall service experience of the e-APL ecosystem and related digital public service interfaces.

The assignment aims to support the E-Governance Agency (AGE), Local Public Authorities, and other relevant stakeholders in developing a more integrated, user-centred, and operationally efficient digital experience for local public administration processes and services.

In particular, the assignment supports the operational and service delivery dimension of local public administration reform by improving how users interact with digital systems, services, workflows, and support mechanisms at local level, while strengthening coherence between local operational processes and national digital platforms, including EVO and e-APL.

The objective of the assignment is to provide structured analytical input, UX/UI concepts, and practical design recommendations to improve how users navigate, access, and utilize systems and services within the e-APL ecosystem, with a particular focus on simplifying workflows, reducing user friction, improving onboarding experience, and enhancing accessibility and usability for different user groups.

The assignment will focus on practical and implementable UX/UI improvements that build on existing systems, platforms, and institutional arrangements. The Consultant will not develop new IT systems but will focus on assessing current user experience practices and proposing realistic UX/UI improvements, prototypes, and navigation models based on existing digital infrastructure and institutional needs.

The expected outputs of the assignment are:

- a UX assessment and information architecture analysis of the e-APL ecosystem.
- a set of mapped UX flows and service experience journeys reflecting current and proposed user interaction models.
- wireframes and UI concepts for key pages, modules, and interaction areas.
- an interactive prototype covering key user journeys and navigation flows.
- a set of implementation-oriented UX/UI recommendations and finalized design materials.

The Consultant will work in close collaboration with the E-Governance Agency (EGA), which will serve as the primary institutional counterpart for the assignment, including through technical consultations, validation sessions, and coordination on UX/UI approaches, platform structure, and integration logic related to the e-APL ecosystem and associated digital public service interfaces.

The Consultant will also coordinate, as needed, with the State Chancellery, selected Local Public Authorities, representatives of CUPS, and other relevant stakeholders involved in digital governance and local service delivery initiatives.

The Consultant will work in close collaboration with the UNDP Moldova Digital Development Specialist, who will provide substantive guidance, support content review, and contribute to validation of deliverables. The Consultant will operate under the technical coordination of the LPAR Project Specialist, who will oversee administrative, planning, and coordination aspects of the assignment.

3. KEY ACTIVITIES, DELIVERABLES AND TENTATIVE TIMETABLE

| Key activities and deliverables | Tentative timetable |
|---|---|
| <p>Activity 1: Conduct a structured assessment of the existing e-APL ecosystem, including review of platform structure, navigation logic, user roles, public-facing pages, and interactions between e-APL, CUPS, EVO, and related systems. Undertake consultations with the E-Governance Agency (EGA), LPAs, CUPS representatives, and other relevant stakeholders to identify usability challenges, fragmentation points, onboarding difficulties, and service access bottlenecks affecting users of local digital systems and services.</p> | |
| <p>Deliverable 1: UX assessment and information architecture analysis of the e-APL ecosystem</p> <p><i>The deliverable will include: (i) an analytical summary of key UX and usability challenges affecting the current e-APL experience, covering at minimum 5 identified usability pain points per major user group; (ii) mapping of at least 3 distinct user categories (e.g. mayor’s office user, CUPS specialist, system administrator), with associated roles and key needs; (iii) assessment of navigation logic and interaction patterns between e-APL and at least 4 interconnected systems or platforms; (iv) assessment of the relationship between public pages, back-office areas, and EVO-integrated interfaces; and (v) an initial proposal for platform restructuring and information architecture, including integration logic for CUPS and public-facing pages, presented as a structured diagram validated with EGA</i></p> | <p>by 31 August 2026 15 WDs</p> |
| <p>Activity 2: Define the target user experience and platform structure by developing user journeys, navigation flows, onboarding logic, role-switching mechanisms, and service access pathways for key user groups across the e-APL ecosystem.</p> | |
| <p>Deliverable 2: UX flows and service experience design package</p> <p><i>The deliverable will include a structured set of UX flows and service experience maps covering: (i) onboarding of new users and onboarding flows for CUPS users; (ii) navigation between systems and services; (iii) access to</i></p> | <p>by 31 October 2026 20 WDs</p> |

| Key activities and deliverables | Tentative timetable |
|---|--|
| <p>public APL and CUPS pages; (iv) role-switching logic and user access management; (v) support, help, training, and guidance flows; (vi) feedback and issue reporting mechanisms; (vii) interaction with key modules including requests, reports and statistics, services nomenclators, and service tariffs nomenclators;(viii) user interaction with configuration and settings mechanisms, and (ix) interaction logic between public pages, back-office areas, and EVO-integrated interfaces. The deliverable will also include “as is” and “to be” UX journeys reflecting proposed simplification and improved usability.</p> | |
| <p>Activity 3: Develop wireframes and UI concepts for the main pages, modules, and user interaction areas within the e-APL ecosystem, based on the validated UX structure and user experience flows.</p> | |
| <p>Deliverable 3: Wireframes and UI concept package</p> <p>The deliverable will include: (i) wireframes for homepage/landing page, key pages, and core modules; (ii) layout concepts for public-facing APL and CUPS pages; (iii) proposed structure for dashboards, navigation menus, workspaces, and role-based interaction areas; (iv) wireframes and interaction concepts for role-switching mechanisms, onboarding interfaces, support and training areas, and user configuration/settings interfaces; (v) wireframes for user management, requests, reports and statistics, services nomenclators, and services and tariffs nomenclators; (vi) responsive design concepts for desktop, tablet, and mobile views, where applicable; (vii) search and filtering logic for localities, LPAs, and CUPS centers; and (viii) preliminary UI concepts reflecting visual coherence and usability principles aligned with existing national digital platforms.</p> | <p>by 31 October 2026 25 WDs</p> |
| <p>Activity 4: Develop an interactive prototype of the proposed e-APL experience and refine the proposed UX/UI solutions through consultations and validation sessions with the E-Governance Agency (EGA), LPAs, CUPS representatives, and other relevant stakeholders.</p> | |
| <p>Deliverable 4: Interactive prototype and validated UX/UI package</p> <p>The deliverable will consist of: (i) a clickable Figma prototype covering the main user journeys, modules, and interaction scenarios; (ii) visual representation of navigation between systems, services, public interfaces, and user roles; (iii) clickable interaction flows for homepage navigation, onboarding, role-switching, support/training access, and CUPS workspace interactions; (iv) refined UI components and interaction states; (v) responsive interface variants, where applicable; and (vi) consolidated stakeholder feedback and validated adjustments resulting from consultations and validation sessions.</p> | <p>by 31 December 2026 25 WDs</p> |
| <p>Activity 5: Develop implementation-oriented recommendations and support the final consolidation of the proposed UX/UI approach for future implementation and integration efforts.</p> | |
| <p>Deliverable 5: Final UX/UI recommendations and implementation guidance package</p> <p>The deliverable will include: (i) a concise recommendations report outlining proposed implementation priorities and sequencing; (ii) recommendations for maintaining UX/UI consistency across modules, systems, and user roles; (iii) guidance on scalability, accessibility, onboarding, usability, responsive implementation considerations, and long-term maintainability of the UX/UI structure; (iv) recommendations related to integration of CUPS within the broader e-APL ecosystem; (v) recommendations for future refinement of navigation logic, support mechanisms, and user self-service functionalities;</p> | <p>by 31 December 2026 15 WDs</p> |

| Key activities and deliverables | Tentative timetable |
|---|---------------------|
| <i>(vi) handover materials for future technical implementation; and (vii) finalized deliverables incorporating agreed comments and adjustments.</i> | |

Note: Deliverables and the final timeline can be amended or specified for the purpose of the assignment. All deliverables shall be agreed with the UNDP Moldova Digital Development Specialist and LPAR Project Specialist, in close consultation with the E-Governance Agency (EGA), and shall be provided in electronic copy. Deliverables shall incorporate technical feedback and validation inputs from the E-Governance Agency (EGA), as appropriate, prior to final acceptance by UNDP. Payment will be made upon the successful completion of the tasks assigned.

4. INSTITUTIONAL ARRANGEMENTS

The Consultant will be engaged on a part-time basis over the duration of the assignment and will work in close collaboration with the UNDP Moldova Digital Development Specialist, who will provide substantive guidance, support content development, and contribute to the review and validation of deliverables. The Consultant will operate under the technical coordination of the LPAR Project Specialist, who will oversee administrative aspects of the assignment.

The Consultant will work in close coordination with the E-Governance Agency (EGA), which will serve as the primary institutional counterpart for the assignment, including through technical consultations, working sessions, feedback rounds, and validation discussions related to UX/UI approaches, information architecture, navigation logic, and proposed service experience solutions within the e-APL ecosystem.

The Consultant will also coordinate, as needed, with the State Chancellery, selected Local Public Authorities, representatives of CUPS, and other relevant stakeholders involved in digital governance and local public service delivery initiatives.

All deliverables shall be submitted to UNDP for review and acceptance. Technical feedback and validation inputs from the E-Governance Agency (EGA) shall be incorporated, as appropriate, prior to final acceptance of deliverables by UNDP.

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

5. FINANCIAL ARRANGEMENTS

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). The indicated number of working days is for planning and evaluation purposes only and does not constitute a basis for payment.

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 will include a breakdown of this lump sum amount (including the daily fee, taxes, and number of anticipated working days).

Payments will be disbursed upon submission and validation of deliverables by the UNDP LPAR Project Specialist and Digital Development Specialist, certifying that the services have been satisfactorily performed and that technical feedback from the E-Governance Agency (EGA) has been duly reflected, as appropriate.

The assignment may require travel within the country, including field visits to selected Local Public Authorities and consultations with stakeholders, to support user research, stakeholder consultations, validation sessions, and refinement of deliverables, as required for the effective implementation of the assignment.

Travel costs associated with field visits conducted jointly with the project team will be covered by the project. For any travel undertaken independently by the Consultant to fulfil individual tasks or deliverables, the associated costs are the responsibility of the Consultant.

6. QUALIFICATIONS AND SKILLS REQUIRED

Academic Qualifications:

- University degree (Bachelor's or Master's level) in UX/UI Design, Product Design, Human-Computer Interaction, Information Systems, Digital Media, Service Design, Graphic Design, Digital Governance, Public Administration, Public Policy or related fields.

Years and sphere of experience:

- At least 5 years of progressive professional experience (at national and/or international level) in UX/UI design, digital product design, service design, user experience research, designing complex web platforms or digital services, ideally with form-heavy, multi-step, or data-sensitive user flows (e.g. banking apps, digital onboarding, government service portals).
- Proven experience in developing user journeys, information architecture, navigation structures, wireframes, and interactive prototypes.
- Demonstrated proficiency in Figma (advanced level) and FigJam as primary design and collaboration tools; experience maintaining design systems and component libraries within Figma.
- Experience in designing or improving digital platforms, e-services, public sector systems, or complex digital ecosystems.
- Experience in responsive and user-centered design approaches, including desktop and mobile interfaces.
- Experience facilitating stakeholder consultations, workshops, user validation sessions, or co-design exercises.
- Experience working with public institutions, preferably Local Public Authorities, central government institutions, or digital governance initiatives, will be considered an advantage.
- Familiarity with Moldova's digital governance ecosystem (e.g. EVO, MConnect, MPass, MSign, e-APL) will be considered an advantage.
- Relevant certifications in UX Design, Product Design, or User Research (e.g. Google UX Design Certificate, Nielsen Norman Group UX Certification, or equivalent) will be considered an advantage

Competencies:

- Strong analytical and conceptual thinking skills.
- Strong understanding of usability, accessibility, and service design principles.
- Ability to translate complex operational processes and institutional requirements into intuitive and user-centred digital experiences.
- Ability to structure and present UX/UI concepts in a clear, practical, and implementation-oriented manner.
- Strong visual communication and interface design skills.
- Ability to deliver high-quality outputs in a policy-oriented and fast-paced environment.
- Strong initiative and ability to work independently with minimal supervision.
- Excellent interpersonal and communication skills, with the ability to engage effectively with government counterparts and stakeholders. Ability to map and redesign processes in a clear and practical manner.
- Ability to deliver high-quality results in a policy-oriented and fast-paced environment.
- Strong initiative and ability to work independently with minimal supervision.
- Excellent interpersonal and communication skills, with the ability to engage effectively with government counterparts and stakeholders.
- Ability to document design decisions clearly for developer handoff, including Figma component specifications, annotations, and design system guidelines.
- Results-oriented mindset with emphasis on measurable outcomes and continuous improvement based on user feedback and data; experience collaborating with developers and technical teams to ensure implementation quality

Language requirements

- Fluency in Romanian is mandatory.
- Good command of English will be considered an asset.

Personal qualities:

- Responsibility, flexibility and punctuality, ability to meet deadlines and prioritize multiple tasks.
- 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.

The UNDP Moldova is committed to workforce diversity.

Women, persons with disabilities, Roma and other ethnic or religious minorities, persons living with HIV, as well as refugees and other noncitizens legally entitled to work in the Republic of Moldova, are particularly encouraged to apply.

7. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

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

- 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), which shall be filled in mandatorily and includes the detailed breakdown of costs supporting the all-inclusive financial proposal.
- CV and at least 3 references.
- Motivation Letter: outlining suitability for the assignment, including relevant experience in similar projects. Please address each qualification item by item, with supporting information and links/copies of relevant documents

Important notice: applicants who have the statute of Government official / public servant will be asked to submit the following documentation:

- a no-objection letter in respect of the applicant received from the Government, and;
- certification in writing by the employer to be on official leave without pay for the entire duration of the individual contract.

8. EVALUATION

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

- University degree (Bachelor's or Master's level) in UX/UI Design, Product Design, Human-Computer Interaction, Information Systems, Digital Media, Service Design, Graphic Design, Digital Governance, Public Administration, Public Policy or related fields.
- At least 5 years of progressive professional experience (at national and/or international level) in UX/UI design, digital product design, service design, user experience research, designing complex web platforms or digital services, ideally with form-heavy, multi-step, or data-sensitive user flows (e.g. banking apps, digital onboarding, government service portals).
- Citizenship of the Republic of Moldova.

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

Cumulative analysis

The award of the contract shall be made to the individual consultant whose offer has been evaluated / 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 for the Technical Evaluation shall be considered for the Financial Evaluation.

| Criteria | Scoring | Points obtainable |
|---|---|-------------------|
| Technical | | |
| University degree (Bachelor's or Master's level) in UX/UI Design, Product Design, Human-Computer Interaction, Information Systems, Digital Media, Service Design, Graphic Design, Digital Governance, Public Administration, Public Policy or related fields. | Bachelor's degree - 10 pts. Master's degree - 15 pts. | 15 |
| At least 5 years of progressive professional experience (at national and/or international level) in UX/UI design, digital product design, service design, user experience research, or related fields,. designing complex web platforms or digital services, ideally with form-heavy, multi-step, or data-sensitive user flows (e.g. banking apps, digital onboarding, government service portals). | 5 years - 20 pts., each additional year of experience - 5 pts. up to a maximum of 35 pts. | 35 |
| Proven experience in development of user journeys, information architecture, wireframes, and interactive prototypes | 1 assignment - 5 pts., each additional assignment - 5 pts. up to a maximum of 30 pts. | 30 |
| Experience in designing or improving digital platforms, e-services, public sector systems, or complex digital ecosystems | no experience - 0 pts. up to 3 years - 10 pts; more than 3 years - 15 pts; | 15 |
| Demonstrated experience designing complex web platforms or digital services involving multi-step workflows, role-based access, or data-sensitive user interactions (e.g. government service portals, digital onboarding systems) | 1 assignment - 5 pts., each additional assignment - 5 pts. up to a maximum of 15 pts | 15 |
| Relevant certifications in UX Design, Product Design, or User Research will be considered an advantage | each relevant certification - 5 pts; up to a maximum of 10 pts. | 10 |
| Subtotal Technical Scoring | | 120 |
| Interview | | |
| <i>(The first three candidates who passed technical evaluation criteria with the best score shall be invited for an online interview and pass the cumulative analysis)</i> | | |
| Knowledge of UX/UI methodologies and ability to develop user-centered digital experiences | <i>none - 0 pts, limited ≤ 5 pts, good ≤ 15 pts, strong ≤ 20 pts</i> | 170 |
| Proficiency in design tooling (Figma advanced, FigJam) and demonstrated knowledge of accessibility standards (WCAG) and design systems | <i>none - 0 pts, limited ≤ 10 pts, good ≤ 20 pts, strong ≤ 30 pts</i> | |
| Understanding of information architecture, navigation logic, and interactive prototyping approaches | <i>none - 0 pts, limited ≤ 10 pts, good ≤ 25 pts, strong ≤ 35 pts</i> | |
| Understanding of digital governance ecosystems, e-services, and public sector digital platforms | <i>none - 0 pts, limited ≤ 5 pts, good ≤ 10 pts, strong ≤ 15 pts</i> | |

| Criteria | Scoring | Points obtainable |
|---|---|-------------------|
| Strategic thinking and ability to identify systemic UX improvement opportunities, connect user needs with institutional objectives, and propose implementable solutions | <i>none - 0 pts, limited ≤10 pts, good ≤ 20 pts, strong ≤ 30 pts</i> | |
| Demonstrated interpersonal skills, stakeholder engagement capacity, and ability to communicate effectively | <i>none - 0 pts, limited ≤ 10 pts, good ≤ 20 pts, strong ≤ 30 pts</i> | |
| Fluency in Romanian (mandatory) and good command of English | <i>each language - 5 pts. up to a maximum of 10 pts.</i> | |
| Subtotal Interview Scoring | | 170 |
| Belonging to the group(s) under-represented in the UN Moldova and/or the area of assignment* | <i>No - 0 pts, Yes - 10 pts.</i> | 10 |
| Maximum Total Technical Scoring | | 300 |

| Financial | |
|--|------------|
| Evaluation of submitted financial offers will be done based on the following formula: S = Fmin / F * 200 (<i>S - score received on financial evaluation</i>); Fmin - the lowest financial offer out of all the submitted offers qualified over the technical evaluation round (<i>F - financial offer under consideration</i>) | 200 |

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

Please specify in CV, in case you belong to the group(s) under-represented in the UN Moldova and/or the area of assignment.

Winning candidate

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