

TERMS OF REFERENCE (TOR) FOR INSTITUTIONAL CONTRACTORS

National Institutional Consultancy for photography and journalist services

1. Background and context

Through advocacy and communication, UNICEF reinforces its position as a relevant, dynamic partner and a leader in child rights advocacy. It promotes evidence-based policies and interventions to improve the lives of the country's most vulnerable children, solutions to persistent bottlenecks in achieving child rights, and child-friendly social norms to combat stigma and discrimination.

For this purpose, UNICEF adopts strategies to mobilize the support of decision-makers, opinion leaders, partners, stakeholders and the public around action for children.

Appropriate communication tools to support advocacy and communication include a range of print, mass and social media tools, partnership and capacity development, behaviour change communication, web-based materials, interpersonal communication, media events and participation of children and young people.

High quality colour digital photographic coverage of various events/workshops, as well as of children and adults for UNICEF Montenegro promotional materials, website, publications, traditional and digital campaigns is an essential part of UNICEF Montenegro external communication.

With a view to supporting external communication, UNICEF publicly invites all interested national consulting agencies to send applications for providing photography and journalist services.

Throughout the 3-year (2025-2028) period (with a possible 2-year extension), the selected consulting agency will be contacted for different tasks depending on the needs of UNICEF Montenegro.

2. Purpose and Objective(s)

The purpose of the consultancy is to provide technical assistance for producing human interest stories, web-stories, photo essays, photos needed for publications, promotional materials, social media, website, traditional and digital campaigns for UNICEF Montenegro as per the needs throughout 2025-2028.

3. Methodology and Technical Approach

The consulting agency will work closely with the UNICEF comms team consisting of the Communication Specialist and Communication Officer.

A detailed work plan with a time frame will be developed and agreed with the UNICEF comms team.

Each task will go through a process consisting of several rounds of consultations with UNICEF for each stage mentioned explained below:

- The consulting agency provides all necessary photographic equipment and, on completion, agrees to provide digital images with captions and descriptions to UNICEF Montenegro Office as soon as possible
- The consulting agency is responsible for finding volunteers – children and adults willing to be photographed and included in the UNICEF photo library

- UNICEF Montenegro Office has first selection rights to all original photos taken on this assignment, with concomitant world rights to the selected images in perpetuity. All images are property and copyright of UNICEF including the ones that UNICEF does not select.
- Together with the photos, the agency is to submit photography subject release forms signed by parents or legal guardians of children under the age of 18 to UNICEF Montenegro Office.
- Photos will be taken in all parts of Montenegro depending on the needs of UNICEF Montenegro throughout the year.
- Design social media posts/posters/other kinds of promotional material with photos and different key messages provided by UNICEF (for different audiences, in line with UNICEF brand book, in English and Montenegrin as needed).
- Production of the photo essays, human interest stories, web-stories, social media messages for UNICEF Montenegro website and social media, etc. in line with instructions provided from UNICEF
- Preparation and implementation of workshops on photography, photojournalism, media, digital, AI literacy and design for UNICEF volunteers – young reporters and other audiences if needed

UNICEF will support the consulting agency with:

- Briefing and detailed explanation of the kind of photos/design tasks/photo essays/human interest/web stories/social media messages are needed and help in defining the best contents of photos for different purposes
- Photography release forms
- UNICEF key messages
- UNICEF brand book and other relevant communication/photo guidelines
- Possibly assistance in acquiring access to specific locations (schools, etc.) in the form of a letter confirming that the photographer/journalist is on an assignment commissioned by UNICEF

4. Activities, Tasks, Key Deliverables and Timeframe

- Production and delivery of photos, photo essays, designs for social media/promotional materials, human interest stories, web-stories, social media messages and organization of workshops for UNICEF Montenegro young reporters/volunteers and other audiences according to the needs and specific time schedules defined for each requested service, throughout the 3-year period (September 5, 2025 – September 5, 2028)
- ***Detailed list of potential activities and tasks is included under Section 8. Evaluation of proposals related to financial part.***

Duration: 36 months: (September 5, 2025 – September 5, 2028) with possibility for extension for an additional 2-year period subject to satisfactory performance.

5. Management and Organisation

Management: The Contractor will be supervised by the UNICEF Communication Specialist.

Organization: National Institutional consultancy is required for this consultancy.

Schedule: This assignment will commence on September 5, 2025.

Payment schedule: The payments will be made upon successful completion of every single request defined as deliverables and submission of invoices.

UNICEF recourse in the case of unsatisfactory performance: UNICEF reserves the right to withhold all or a portion of payment if performance is unsatisfactory, if work/outputs is incomplete, not delivered or for failure to meet deadlines.

6. Qualifications and Background

- At least 5 years of professional experience in producing photos, photo essays, human interest stories, web-stories and design solutions for publications, promotional materials, social media, website or campaigns
- At least 2 photographers with at least five years of experience in photography related to child/human rights;
- At least 2 journalists with at least five years of experience in journalism related to child/human rights;
- At least 1 designer with bachelor's in design
- Ability to produce requested material in harmony with UNICEF brand book;
- Creativity, originality, punctuality, high level of organization and efficiency; ability to respond efficiently to UNICEF requests;
- Experience in making photos of children for similar purposes or cooperation with UNICEF is considered an advantage.

7. Content of Proposals

The potential contractors are expected to submit a proposal (Technical and Financial) based on these Terms of Reference.

Technical proposal should contain:

- a) Profile and portfolio of the consulting agency with information about previous experience with similar projects and clients – examples of similar work of photos/photo-journalism related to child rights;
- b) Structure of the team - qualifications and experience of team members – CVs of team members should be included;
- c) Production lead time **expressed in the number of hours**;
- d) LRPS Form signed.

Financial Proposal should contain:

- A) Separate prices related to the tasks described below:

	Service description	Price in euros
1	Special shooting event – separate prices into 1. price for events that require up to 2 hours of work 2. price of every next hour from 2 to 4 hours of work 3. price of every next hour from 4 to 8 hours of work. Special event photographed with a minimum of a minimum of 25 colour and b/w digital images in high resolution (300 pixels/inch: minimum size 6104 × 4064 pixels; TIF format) and the same selection in lower resolution (1600 pixels longer edge, JPG format) will be	

	will be uploaded to UNICEF web-cloud folder 1 hour after the event. All digital photographs must contain complete caption information in “file info”. Caption information should consist of: date, place, subject names and age, and brief description of the situation photographed. The sets of digital images will be uploaded to UNICEF web-cloud folder together with caption information. Photography subject release forms signed by parents or legal guardians of children under the age of 18 will be uploaded to UNICEF web-cloud folder together with the images.	
2	Shooting day – 8 hours of work and more, specify one price per shooting day For the purposes of a providing photos for publications, promotional materials, social media, website or campaigns, a minimum of 25 colour and b/w digital images in high resolution (300 pixels/inch: minimum size 6104 × 4064 pixels; TIF format) and the same selection in lower resolution (1600 pixels longer edge, JPG format) will be uploaded to UNICEF web-cloud folder 1 hour after the shooting happened. All digital photographs must contain complete caption information in “file info”. Caption information should consist of: date, place, subject names and age, and brief description of the situation photographed. The sets of digital images will be uploaded to UNICEF web-cloud folder together with caption information. Photography subject release forms signed by parents or legal guardians of children under the age of 18 will be uploaded to UNICEF web-cloud folder together with the images.	
3	Transport for shooting outside of Podgorica – price per km <i>Prices should be rounded up to 2 decimal places</i>	
4	Designer to support the use of photos for social media, posters/promotional materials, help coordinate design and preparation for printing, and similar – fee per day	
5	Journalist to support production of the human-interest stories, web-stories, photo essays, social media messages, comms monitoring reports, etc. for UNICEF Montenegro website and social media or similar – fee per day	
6	Preparation and implementation of workshops on photography/photojournalism/design/media, digital, AI literacy for UNICEF volunteers – young reporters or other audiences if needed – fee per day for a national expert trainer	

7	Preparation and implementation of workshops on photography/photojournalism/design/media, digital, AI literacy for UNICEF volunteers – young reporters or other audiences if needed – fee per day for an international expert trainer	
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B) Estimated travel costs both international and in country travel, **for national and/or international expert trainer where applicable**. Daily subsistence allowance (DSA) will, where applicable, be paid up to a maximum of the official UN rate. (Reimbursement of travel costs/accommodation expenses will be based on actual expenses).

THE PROPOSALS WILL BE EVALUATED AGAINST THE FOLLOWING CRITERIA:

A) Technical evaluation - Maximum points: 70

	Technical Proposal Evaluation Form	Max. Points Obtainable
1	Relevant experience in similar type of work	35
1.1	Number of customers, scope of work	15
1.2	Samples of previous work	20
2	Organisational and technical capacity of the applicant	35
2.1	Key personnel: Relevant experience and qualifications of the proposed team for the photography and journalist assignments	15
2.2	Production lead time – expressed in the number of hours	7
2.3	Client references	6
3	Company policies	7
3.1	Company policy on Child labor, Safeguarding and Prevention of Sexual Exploitation and Abuse (articulate policies for the protection & safeguarding of children and prevention of PSEA)	3
3.2	Gender component: At least 1 female in the management structure or ownership of the company	2
3.3	Workplace policies on disabilities	2
	Total	70 points

B) Financial proposal (Budget) – Maximum points: 30

- Technical proposal evaluation. Proposals passing the minimum technical pass score (49 points-70% of the maximum points obtainable for technical proposal) will continue into the Financial proposal evaluation;
- Financial proposal evaluation. The lowest price proposal will be awarded the full score assigned to the commercial proposal;
- Recommendation. The recommendation for award of contract will be based on best combination of technical and financial score;
- Final award and contracts. Based on verified nominations and final scores, contract negotiations could be initiated with one or more successful Proposers.

The UNICEF evaluation team will select the Proposal which is of high quality, clear and meets the stated requirements and offers the best combination of technical and financial score.