

TERMS OF REFERENCE (TOR) FOR INSTITUTIONAL CONTRACTORS

National Institutional Consultancy for: Graphic design services

1. Background and Context

UNICEF in Montenegro works to support the realization of child rights in the country. To raise awareness and promote child rights, UNICEF Montenegro produces a variety of content that requires the services of a graphic designer to present it in compelling way for dissemination to different audiences –children and youth, parents, families, technical experts, decision makers, professionals, media, donors, international community, and others.

Hence, UNICEF Montenegro seeks to establish Long-Term Arrangements for Services (LTAs) with successful proposer(s) for design services. The LTAs serve as contracting frameworks and provide UNICEF Montenegro a streamlined contracting procedure with awarded vendors. The LTAs establish cost-estimated relationships on the basis of pre-identified criteria and prices offered.

This requires the services of qualified design companies to provide graphic design for online and offline communication channels. Considering this, UNICEF Montenegro invites publicly all interested design companies from Montenegro to send applications and examples of their previous work, including examples of working with brand guidelines, and a list of reference contacts for the projects on which they worked in the past <https://unicef.org/montenegro/en/tenders>.

Throughout the 3-year (2026-2029) period, selected design agencies will be included in the organization's roster and will be contacted to submit offers for different tasks depending on the needs of UNICEF Montenegro.

2. Objectives, Purpose & Expected Results

The purpose of the consultancy is to provide quality and compelling visual communication materials for children and adults (including reports, leaflets, fact sheets, infographics, brochures, posters, social media posts, greeting cards, calendars, power point presentations, etc.) related to child rights and UNICEF's engagement in Montenegro as per the needs of the Office throughout 3-year period 2026-2029. The contract may be extended for up to an additional two (2) years under the same terms and conditions, subject to satisfactory performance.

Most of the visual communication materials will be guided by the UNICEF brand book as reference. Some of them will be in English, some in Montenegrin and some in both languages and in other languages like Albanian, Roma, etc. as needed.

Some materials will need to be designed in a way that makes it interesting for children and youth of different age groups to read.

Others will need to be designed so that they draw attention of various audiences – professionals working with children (teachers, social workers, doctors, nurses, etc.), parents, key decision-makers, international community, media, civil sector, private sector, academia, potential donors, internal audiences – UNICEF staff at HQ, Regional Office, Country Offices, National Committees, etc.

Whenever needed, photos will be provided from UNICEF Montenegro photo library.

3. Description of the Assignment

The design company will work closely with the UNICEF Communication Specialist, Communication Officer, Social and Behavior Change Officer and other staff as needed.

A detailed work plan with time frame will be developed and agreed with the relevant UNICEF staff member for each particular task.

Every design will go through at least 2 proofreadings' – if needed, depending on the task, the number can be increased.

UNICEF will provide the design agency with a brief for each design task individually. UNICEF will give concise description of the tasks to be performed and related results to enable the vendors to provide detailed understanding of the assignment when submitting proposal. All assignments under the Long-Term Agreement will be subject to timelines specified by UNICEF at the time of request. Timely delivery of all outputs is an essential requirement of this assignment.

List of potential activities and tasks within the assignment:

- Design fact sheets, advocacy briefs, brochures, data briefs and/or reports for priority areas of work (2-page, 4-page, 8-page, etc), some of which will be used as media products. The documents will include text, data visualizations and UNICEF photographs.
- AI generated content (animations, visuals) to be developed when needed upon agreement with UNICEF and in line with precise instructions in harmony with UNICEF's brand guidelines.
- Design infographics, data visualizations and factographs, for print and/or digital platforms, including for UNICEF Montenegro website and social media platforms.
- Design publications, leaflets or brochures
- Design and layout Powerpoint presentations, as requested.
- Design information materials for Office events, as requested.
- Liaise with printing companies on the production of specific print products.
- Design of greeting cards and calendars
- Design of posters
- Design of posts for social media visuals
- Design of illustrations
- Design of graphics for videos
- Design of merchandise (T-shirts, bags)
- Other design tasks, as requested

Detailed table of potential activities and tasks is included in Annex B, related to financial part.

4. Deliverables, timeframe and payments

Publications and promotional materials successfully designed as per UNICEF Montenegro briefs and time schedule defined for each requested service throughout the 3-year period from 15 March 2026 – 15 March 2029.

Payment schedule: The payments will be made upon successful completion of every single design defined as a deliverable 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.

5. Travel

- No travel is planned within this assignment.

6. Management and Organisation

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

Organization: National institutional consultancy is required for this consultancy.

Schedule: This assignment will commence on March 15, 2026.

7. Qualification Requirements

- Previous experience in graphic design of publications and promotional materials for children and adults;
- Highly qualified team of designers is required for the job - CVs of team members to be provided;
- Ability and experience in working with corporate brands and following brand guidelines in creation of compelling designs.
- Creativity, originality, punctuality, high level of organization and efficiency; ability to respond quickly and efficiently to UNICEF's requests and briefs;
- Knowledge and skills to use AI efficiently and effectively
- Previous work with UNICEF/UN will be considered as an asset

8. Content of Proposals

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

Technical Proposal:

- The potential contractors are expected to submit a proposal (Technical and Financial) based on these Terms of Reference.
- Profile and portfolio of the consulting agency with information about previous experience with similar projects and clients – examples of similar work of graphic design related to child/human rights.
- Structure of the team - qualifications and experience of team members – CVs of team members should be included.
- At least 2 references.
- LRQS form signed

The technical evaluation will consist of a desk review with maximum total amount of points allocated for the technical review is 70, as broken down below in section 8.

Financial Proposal:

The proposers should ensure that all pricing information is provided in accordance with Annex C of this LRQS document.

ANNEX C

No.	Description of Service	Unit of measure	Price per page
1	Design and layout of fact sheets, advocacy briefs, data briefs, brochures and/or reports, some of which will be used as media products. The documents will include text, data visualizations and UNICEF photographs (up to 2 pages)	per document	
2	Design and layout of fact sheets, advocacy briefs, data briefs, brochures and/or reports, some of which will be used as media products. The documents will include text, data visualizations and UNICEF photographs (up to 4 pages)	per document	
3	Design and layout of fact sheets, advocacy briefs, data briefs, brochures and/or reports, some of which will be used as media products. The documents will include text, data visualizations and UNICEF photographs (up to 8 pages)	per document	
4	Design and layout of fact sheets, advocacy briefs, data briefs, brochures and/or reports, some of which will be used as media products. The documents will include text, data visualizations and UNICEF photographs (over 8 pages – price per additional page)	per page	
5	Design of infographics and data visualizations (print and/or digital, including for UNICEF Montenegro website and social media platforms)	per item	
6	Design of factographs	per item	
7	Design and layout of publications, leaflets or brochures (other than items 1–4)	per document	
8	Design and layout of PowerPoint presentations	per presentation	
9	Design of information materials for office events	per item	
10	Design of greeting cards	per item	
11	Design of calendars	per item	
12	Design of posters	per item	
13	Design of social media visuals	per visual	
14	Design of illustrations	per illustration	
15	Design of graphics for videos	per item	
16	Design of merchandise (e.g. T-shirts, bags)	per item	
17	AI-generated visuals or animations (upon request and subject to UNICEF approval and brand guidelines)	per item	

18	Design of information materials for Office events (e.g. agendas, roll-ups, banners, badges, invitations), as requested	per item	
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The financial evaluation of all technically compliant proposals will be conducted.

UNICEF will not provide budgets or a minimum guaranteed ceiling for LTAS against this ToR. For the purposes of cost comparison, proposers are to bid according to a list of most frequently needed communication products and materials. Rates are expected to be applicable over the duration of the LTAS. All costs should be indicated in EUR.

8. Evaluation

1) Technical components (total 70 points)

ITEM	TECHNICAL EVALUATION CRITERIA	MAX OBTAINABLE POINTS
1	Experience and quality of work 1.1 Number of customers, scope of work 1.2 Samples of previous work	20 20
2	Organisational and technical capacity of the applicant 2.1 Key personnel: Relevant experience and qualifications of the proposed team for the graphic design assignments/service 2.3 Client references	20 3
3	Child Safeguarding and PSEA policies 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) 3.2 Gender component: At least 1 female in the management structure or ownership of the company 3.3 Workplace policies on disabilities	3 2 2
TOTAL TECHNICAL SCORE		Max 70

Minimum technical score: 70% of 70 points = 49 points

2) Financial component (total of 30 points)¹

¹ Financial offer will be reviewed only if Technical proposal meets minimum required quality standards.

The proposers should ensure that all pricing information is provided in accordance with Annex B of this LRPS.

- 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.