

Annex A

Terms of Reference

RFP/2017/853

Layout production, printing and digital services

For UNHCR annual publications:

Global Appeal and *Global Report*

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1 Introduction

1.1 *Background*

The Office of the Director of the UNHCR Division of External Relations (DER) publishes two major publications per year: *The Global Appeal* and *The Global Report*. These reports are the two main official publications of the organization, presenting a comprehensive overview of UNHCR activities and strategies, planned and achieved, during the related year. The content and production of these two reports are under the responsibility of the Global Appeals and Reports Section, located within the Donor Relations and Resource Mobilisation Service (DRRM) in DER.

As UNHCR funding depends mainly on voluntary contributions from governments and private donors, these two publications are essential elements of UNHCR's external communication and fundraising strategy. Both publications demonstrate UNHCR's commitment to transparency and accountability by sharing with a large external audience—governmental, partners, civil society, and private sector—an analysis of its regional and thematic strategies but also the constraints and challenges it faces in responding to multiple life-threatening crises and ever-growing humanitarian needs:

- UNHCR's *Global Appeal* (referred to below as the “Appeal”) presents each year the operational needs and objectives of the organization, together with the detailed budgetary requirements for the year to come, detailed implementation plans at regional level, and information on thematic issues of concern. It presents global priorities and provides pertinent analysis of planned activities.
- UNHCR's *Global Report* (referred to below as the “Report”) provides information on the organization's activities and achievements during the reporting year. It is UNHCR's primary accountability mechanism to its donors, accepted by many of them as the only report required in return for their financial and other support.

Both the Appeal and Report are presented in two ways: through a printed publication offered in English and French versions, and digitally on the *Global Focus* website:

- The printed publications offer a global overview of the work planned (Global Appeal) and carried out (Global Report) by UNHCR, its achievements at a global and regional level, as well as challenges faced by the organization and its partners.
- The Global Focus website is now UNHCR's main operational reporting platform for donors. It provides regularly updated information at the sub-regional and country level about programmes, operations, financial requirements, funding levels and donor contributions, as well as statistics, and information on a range of thematic issues.

1.2 *Statement of Purpose & Objectives*

The purpose of this Request for Proposal (RFP) is to establish a framework agreement between UNHCR and a prospective supplier to obtain a full range of design, layout and printing-related services within the scope of work indicated in the RFP for publishing these two UNHCR official yearly publications, complemented by a full range of additional information if required, to enable objective and fair evaluation of the offers submitted.

The specific content for each publication and the associated deadlines will be established by specific ToRs signed every year for each publication (for both versions) and detailing the number of chapters, maps, tables, graphs and photos.

The time period for the agreement will be the next three years (until mid-July 2020), starting with the *Global Appeal 2018-2019* (production for which will be in October 2017). It will be renewable by two (2) years until 2022, with the possibility to extend for further 2 years until 2024 by mutual agreement of the parties.

2 Requirements

2.1 Core requirement services: LAYOUT PRODUCTION

UNHCR is looking for a Design firm able to handle the layout production, the photoengraving and the printing, as well as the digital products related to these publications for an international organization working in a dynamic, evolving and fast-moving environment:

• Design

The graphic team should be able to:

- Work at the high level of editorial design, i.e. with a clear understanding of the information to be laid out, and with a good appreciation for the type of work UNHCR does; namely, understanding of the particular pressures and constraints that can come from reporting on dynamic and high profile humanitarian situations.
- Understand that these documents being the official reporting for governmental donors and for general public, it requires a deep attention and a high level of exigency on precision of the figures published and compliance with official UN country names to avoid any mistake. The Design team will have therefore to be very careful and cautious when producing the layout and accept that this exigency may produce a lot of small corrections.
- Understand the graphical line and the templates transmitted by the organization in order to translate it and apply it to non-standard pages or elements in full compliance with the Brand Guidelines and other UNHCR recommendations.
- Adapt the English layouts to the French version, keeping the consistency and the spirit of the graphic line.

[Criterion 1]

The graphic team should be managed by an Art Director demonstrating a high level of design expertise and a strong knowledge of the development of a graphic line in different languages.

[Criterion 2]

Therefore the Design firm should have preferably already worked for the Organization or have demonstrated its interest in UNHCR's activities or other humanitarian or UN agencies and an understanding of constraints related to an official publication.

The company should send copies of publications demonstrating their design capacity and ability to respect the graphic line in the two requested languages. The supplier may submit a specific proposition applying UNHCR new graphic line to some relevant elements of UNHCR publications. Rough files and guidance to build such a layout proposition will be provided upon request by contacting vivanco@unhcr.org.

• **Layout production, photoengraving and offset printing**

The graphic team should

- Be able to receive UNHCR raw files using standard Windows Office software (Microsoft Word, Excel, etc.) as well as map files created with UNHCR data software and shared with Adobe Illustrator (eps, tiff, ai);
- Work with professional software for the layout production: InDesign 5.5 or CC, Illustrator and Photoshop;
- Be able to understand and apply the new graphic line adopted by UNHCR for all its external publications and have the license for Proxima nova font.
- Prepare the photo files according to the offset printing requirements, being able to do the color balance and the retouching/cleaning when necessary; Alert when the size/resolution of a photo file is not good enough for the offset printing; Provide a set of high resolution proofs for approval; Layout the photos correctly;
- Convert and prepare all tables, charts and maps according to the graphic line and style-sheets provided by UNHCR; be able to create design for non-standard elements;
- Provide the layouts in both languages using English International and French/France typesetting rules and spelling;
- Incorporate corrections to the text to several versions as requested during the entire layout process until UNHCR acceptance and final sign-off;
- Liaise with the printing company and control the process until final delivery of the publications to UNHCR's headquarters in Geneva.

• **Digital products**

The supplier will provide all the final PDF files in low and high resolution chapter by chapter but also in one single PDF of the full document on a CD and through ftp site in order for UNHCR to share them on its donor website and allow for full or partial downloads.

[Criterion 3]

Therefore, the supplier should be equipped with the software listed above and provides the list of software used and mentions whether he has already a license for Proxima nova font or is ready to purchase it.

[Criterion 4]



UNHCR will expect the Design team dedicated to work on the production of its documents to be able to have a good command of English language in order to understand instructions and corrections to texts and layouts by UNHCR. A French speaker in the Design team would be a strong asset considering the requirements described in these ToRs concerning the production of the French edition of the publication

[Criterion 5]

It is clearly understood that the graphic-designers should have strong skills and experience in layout production for offset printing, including strong knowledge of the typesetting rules in both English and French and of graphic line edition in both languages. Some experience of transposition of English format to French format using the same graphic line will be appreciated.

List of the supplier team dedicated to work on UNHCR documents and work experience (CVs) of the supplier staff involved are requested and should be attached to the offer.

• **Timeframe**

The English versions of the *Appeal* and *Report* require adherence to a tight calendar, and need to be ready for distribution three weeks before two major events for UNHCR:

- The donor pledging conference held in early December (for which the *Appeal* must be delivered by mid-November at the latest).
- The Standing Committee in the second half of June (for which the *Report* must be ready for distribution by end of May at the latest).

Meeting these tight deadlines is an essential requirement for UNHCR.

Furthermore, given the dynamic environment within which UNHCR works, the content for the Appeals and Reports is sensitive and subject to changes at the last minute.

With both publications using complex content to be laid out and with a maximum of 224 pages each, the timing is therefore critical.

[Criterion 6]

In such context, UNHCR expects the Design firm to have a solid structure composed of a minimum of 2 layout producers with the highest standards of rigor and professionalism dedicated to the layout production of UNHCR documents so as to meet UNHCR's deadlines.

If the design Company is outsourcing the printing services, please mention it and provide historic details regarding collaboration and coordination between the two companies. Indicate since when the two companies work together and if on a regular or ad hoc basis.

• **Geographical working site**

The UNHCR Global Appeals and Reports Section, based at UNHCR Headquarters/Geneva, will exchange files mostly via supplier's ftp server and email.



The last phase of production (3-4 days), normally comprising final proof-reading, corrections, quality control of the layouts and adjustments, including the sign-off of the ready-for-press, is to be done on site(s)*.

[Criterion 7]

Therefore, the supplier will be expected to allow UNHCR access to its premises so that both teams (supplier and UNHCR) can work together on finalizing the texts and layouts. UNHCR team will comprise at least 3 staff who will need a working space with internet access.

The Organization is seeking for a Design company within about four hours from Headquarters, with reliable and cost-efficient transport connections with Geneva by road or train.

() In case of a sub-contract with another supplier (printer), the Design firm will need also to arrange transport and make provision to receive UNHCR staff in the printing premises during one day, as all the ready-for-press require the sign-off from the Appeals and Reports Section.*

General content information

Four printed publications per year:

- UNHCR *Global Appeal*, English and French version.
- UNHCR *Global Report*, English and French version.

Format A4 finished

Content maxi. 224 pages + cover; all full colour

Repartition	Texts and boxes	35%	+/- 45	
	Matrices	15%	+/- 35	
	Maps	10%	+/- 10	incl. 2 double-page
	Tables	15%	+/- 25	
	Charts	10%	+/- 30	
	Photos	15%	+/- 60	incl. 12 double-page

Each publication is structured as follows:

- Opening pages +/- 24 pages
(*Front page, UNHCR's mission, foreword, table of content, year in review, GSPs, map, etc.*)
- 1 "Budget" chapter +/- 28 pages
(*Including tables, charts, graphics, map*)
- 6 "Regional" chapters +/- 72 pages
(*Including photos, maps, tables*)
- 4 "Thematic" chapters +/- 80 pages
(*Including photos, matrices i.e. narrative tables, boxes*)
- Ending pages +/- 20 pages
(*Various lists, glossary, acronyms, impressum, etc.*)

The editorial content of the publications may evolve over time depending on the orientations wished by UNHCR but, on an indicative basis, the current editorial content is as above. For detailed information concerning the content, please see the previous editions of both *Appeals* and *Reports* available on <http://reporting.unhcr.org/publications>

2.1.1 To be provided by UNHCR

- The page plan with the positioning of the main photos, matrices, tables, graphics and maps.
- The new brand guidelines related to the *Global Appeal* and *Global Report* as well as the templates (InDesign C5.5) containing the standard pages, the color palette and the style-sheets including those for the graphs, tables, matrices, boxes, charts and maps;

Attention / Fonts: UNHCR does not provide the licences for the fonts used. It is the supplier's responsibility to get the Proxima Nova font.

- All the texts using Word 2013/Windows
- All tables, charts and graphs using Excel 2013/Windows
- All the photos files (jpg, RGB)
- The following elements, for which the layout design will have been completed
 - a. The cover in English version, including the photoengraving and the color proof;
 - b. All the maps in Adobe Illustrator format (native file) including pie charts.

2.1.2 To be provided by the supplier

A. LAYOUT

The complete publication in both languages, including:

- Enriching, typesetting, editing and positioning of all the texts including tables according to the style-sheets;
- Enriching and positioning of all the graphic elements such as charts, maps and graphs according to the graphic line and style-sheets;
- Incorporation of all the corrections requested and control;
- Incorporation of tables and corrections of pie charts if needed in maps;
- Several sets of proofs control up to final acceptance by UNCHR, using Acrobat for remote checking/corrections and then on paper when on site;
- The complete final colour laser print-out for sign-off.

Attention / Covers: *The Design agency should produce the layout of the French cover as soon as they receive the English cover master files and the photo illustration already placed and camera-ready from UNHCR. It is the supplier's responsibility to check the master files and adapt the spine accordingly to the number of pages.*

B. PHOTOS

- Positioning in the layout presenting an attractive look and feel to the design (enlargement, rotation, cropping, etc as necessary.) and using professional technical practices (double-pages/spine, bleeding color, etc.);
- Presentation of the photos laid out for UNHCR approval;
- Technical preparation for the offset printing process;
- Color balance, corrections and retouching if any;
- One set of high resolution numerical color proofs (e.g. Rainbow©), to be sent to UNHCR for sign-off;
- Provide the printer with the color proofs in order to support the printing company to meet UNHCR's quality standards.

C. PRINTING

- Technical preparation of all files for the offset printing process
- Transfer and liaison with the printing company, providing technical support concerning these files
- Quality control of the ready-for-press (plotter)
- Quality control printing process

D. POST-PRESS

At the end of the production, the Design Company will organize and follow up the delivery of the publications to UNHCR's headquarters in Geneva and should provide UNHCR with:

- All the master files (layout, illustrations, fonts, etc.) shared through ftp or WeTransfer.
- All PDFs files (low and high resolution) for inclusion in UNHCR public web site as well as the Global Focus portal as described above in the digital paragraph.
- All PDFs/A files for UNHCR digital archiving.

2.1.3 Specific requirements

A. LAYOUT DESIGN

The supplier should always refer to UNHCR for any clarifications and/or development concerning design (fonts, colors pallet, style-sheets, positioning, etc.). The layout design shall be decided in close consultation with UNHCR.

B. FRENCH LAYOUT

The designer is required to commence production of the French version as soon as the English version is finalized **except the French cover** that must be printed in consecutive printing process with the English version as described above.

The production phase is subject to the same rationale and requirements as mentioned above for the English version.

The French version must be identical as far as possible to the English layout with regard to the number of pages and the layout.

Since the French text is about 30% longer than the English one, the Design company is expected to:

- Enlarge first the master pages, i.e. reduce the margins in order to enlarge the columns;
- Then, if necessary, decrease the style-sheets of the body text (-0.75 pt, maxi -1pt) in the entire book.

- The coverline (headlines, titles, sub-titles, etc.) should be also decreased via the style-sheets in order to be adapted to the French keeping the spirit of the English version.
- Changing slightly the parameters of the justifications in the style-sheets respecting the French rules of the typesetting is allowed.
- Decreasing the grid to adapt the leading accordingly to the size of the body text is allowed.

The Design agency should provide UNHCR with proposals concerning the master pages and the style-sheets of the French version of the publication until UNHCR sign-off. Previous French texts to test and elaborate the French templates will be provided by UNHCR at the early stage of the contract.

C. CORRECTIONS PROCESS

The basic workflow entails the Global Appeals and Reports Section sending advanced or finalized elements (text, graphs, tables, etc.) of the publication in raw format (Word, Excel, etc.) to the supplier, who will then execute the enriching and incorporate these into the book's design and return PDFs for review.

As described above, due to the complexity and sensitivity of the content of the publications, the Global Appeals and Reports Section draws the Designer's attention to the amount of corrections that often have to be done, despite efforts to provide the supplier with files edited and approved.

In such a context:

- When on site, UNHCR staff requires one set of color laser printouts and one set of black/white laser printouts. These printouts are required for proof-reading and to ease the corrections process. Identified corrections will be incorporated by the Designer, with subsequent New printouts required to verify that corrections have been inserted as requested;
- It is possible to offer to the UNHCR staff other practices to speed and/or ease the process at no risk, e.g.:
 - insert the corrections on screen in close collaboration
 - computer dedicated to the UNHCR staff
 - corrections grouped by type of content (main text, all graphs, all maps, all tables, etc.
 - direct corrections by UNHCR staff on a supplier platform

The supplier will be expected to undertake rigorous quality control of all printouts transmitted to UNHCR for corrections.

Whatever is the agreement on the process, one set of color laser print-outs of the complete publication per language is required for sign-off before making the ready-for-press.

[Criterion 8]

The layout team is expected to be highly organized for distribution of work inside the team and to avoid confusion between the different versions of a same document during the correction process.

During the layout process, the designers shall make corrections to the text as requested by UNHCR, with no additional charge.

The supplier should provide professional copy editing for this purpose: corrections asked by UNHCR should not be charged to UNHCR.

Please describe your proposal concerning this process and working methodology.

D. PRODUCTION SCHEDULE

As described above, both publications need to respect a tight calendar as they need to be distributed to Governments at least three weeks before key donor conferences. Therefore the production schedule is the following:

Global Report	English	French
Approximate period of production for layout and printing	Last week of April to early June	Early June to early July
Layout production	2-3 weeks	2-3 weeks
On site corrections	3-4 days	3-4 days
Printing	1 week	1 week
Delivery HQ/Geneva	Early June	Early July

Global Appeal	English	French
Approximate period of production for layout and printing	From October to early November	Early November to early December
Layout production	2-3 weeks in October	2-3 weeks in November
On site corrections	3-4 days	3-4 days
Printing	1 week	1 week
Delivery HQ/Geneva	Early November	Early December

[Criterion 10]

Meeting these tight deadlines is an essential requirement for UNHCR, the design team is expected to be fully dedicated to UNHCR work during two/three full weeks before corrections on site and during 3-4 additional days for on-site corrections until ready-for-press.

This structure should be able to cope with a large volume of work and a tight schedule without affecting the quality of the final product.

The supplier also needs to be flexible and ready for last minute changes, and to be able to work under stressful conditions in a constructive and collegial manner.

The supplier should therefore explain how he intends to meet UNHCR tight deadlines and indicates an average or maximum range of time to insert any requested correction during correction process.

2.2 Other services, required for the performance of the key requirements: PRINTING SERVICES

Both the *Global Appeal* and *Global Report* will be printed using **offset process**.

2.2.1 Technical specifications: Printing

Languages: English and French

Quantity: English.....2,500 ex.
French800 ex.

Format: 210 x 297 mm finished

Content: 224 pages + cover

Paper: without chlorine environmentally friendly

Cover: matt coating, 300gr

Inside pages: 115 gr, matt-coated

Printing: sheet paper feed, bleeding color

Cover:

Consecutive printing process;

Full color + varnish matt for protection recto

Inside pages:

Consecutive printing process;

Full color recto-verso

Binding: Thread-sewn, square back, limp cover

Packing: boxes/pallet.

Delivery: One address, UNHCR Headquarters Geneva, Switzerland.

2.2.2 To be provided to the printer by the designer

1. All the master files, the photos and the graphic illustrations prepared for offset printing process;
2. All the digital color proofs concerning the photos and the covers;

2.2.3 To be provided by the printer

All the plotters should be ready upon arrival of UNHCR staff on site to be reviewed in the printer premises in order for UNHCR to make a last control and release the ready-for-press authorization.

[Criterion 9]

Therefore and considering the highest quality expected for printing services, the printing supplier should provide an example of production with similar requirements regarding quality of paper and other printing requirements with offset process mentioning equipment used, printing capacity and possibility to accommodate UNHCR team in the printing premises one day for ultimate corrections on the plotters Mention if any additional fee for ultimate corrections.

2.3 Customer Responsibilities

• 2.3.1 Project management

- The Design firm will be responsible for the quality of the publications up to their delivery to HQ/Geneva, including the ready-for-press, the printing and the digital final requested products.
- Subcontracting shall be authorized by UNHCR in accordance with UNHCR General Conditions for Provision of Services including the subcontractor proposed by the supplier for the purpose of this tender. The supplier shall ensure that any subcontractor engaged to perform the work shall comply with General Conditions of Contract for the Provision of goods and services and the UN Supplier Code of Conduct (Annexes E and F) for which the supplier is fully responsible.
- In case of a sub-contract with another supplier (layout producers, printer, binding, assembling, transporter or other), the Design company is still the Project Manager and assumes all responsibilities, i.e. shall be responsible for the quality of the work completed by the subcontractor and compliance with the given deadline. The supplier should nominate a Project Manager from his own company to control the quality of the work subcontracted.
- It is the supplier's responsibility to liaise with the printer, ensure the technical support being available to help resolve any technical problems that may arise (missing fonts, wrong resolution or colour format, etc.).
- It may happen that, due to unforeseen circumstances outside UNHCR's control, the production schedule has to be changed at the last minute. The design company and the printing company in case of any subcontract should be flexible regarding such changes, and there should be no additional costs incurred.

- The design agency should anticipate the fact that, owing to the production schedule, some of the work may need to be carried out outside normal working hours. It is its responsibility to manage the planning and its staff accordingly.

2.3.2 DSA and/or travel reimbursements

- The Design company should foresee a possible visit (time period to be discussed) to UNHCR/Headquarters during the contract period or to receive UNHCR staff for a visit.

2.3.3 Delivery of the printed publications

The supplier will deliver the documents to UNHCR headquarters in Geneva at the date agreed with UNHCR.

- Considering the importance to UNHCR that delivery deadlines are respected, UNHCR may, at its sole option, demand liquidated damages for such delay, in an amount equal to 0.3% of the contract value for each day of delay beyond the date upon which the service was due.

2.3.4 Working space and utilities

- Importantly, the supplier will need to make provision to receive UNHCR staff on mission, as the final stages of producing the printed versions require the documents to be reviewed by the Global Appeals and Reports Section (approx. 3 staff).
- The selected printer will be expected to allow UNHCR access to its premises during the last phase of production for corrections/quality control (one day).

2.3.5 Last corrections on the plotters

If any extra cost for last corrections done at the printer premises on the plotters, it should be quoted in the offer.

2.4 *Additional relevant sections for the specific project*

Rights and Copyrights

- UNHCR retains all copyrights relating to the publications.
- UNHCR will be credited as “Concept Design”. The supplier will be credited as “Layout production and printing”.
- All work in progress relating to UNHCR Global Appeals and Global Reports including the print-outs and plotters, CD-ROMs, DVDs, films, etc., produced by or in possession of the printer, are the property of UNHCR.
- UNHCR reserves the right to monitor the printing process and to be present at any time throughout the printing process.
- UNHCR reserves the right to reduce or increase the number of copies to be printed.

3 Content of the Technical Offer

Your Technical proposal should be concisely presented and structured in the following order to include, but not necessarily be limited to, the following information:

3.1 *Company Qualifications*

- A description of your company with evidence of your company's capacity to perform the services required, including:
 - Company profile, registration certificate and last audit reports, including following information:
 - Year founded;
 - If multi location company, specify headquarters location;
 - Number of similar and successfully completed projects;
 - Number of similar projects currently underway;
 - Total number of clients;
- If a multi-location company, please specify the location of the company's headquarters, and the branches that will be involved in the project work with founding dates.
- Please indicate if sub-contracting is required and submit the sub-contractor details.
- Three or more letters of reference, with contact information.

Whatever information is necessary to evaluate **Criterion 2: Interest to humanitarian activities and previous experiences with UNHCR or other UN agency**

- Whatever information is necessary to evaluate **Criterion 6: Structure of the design/printing team ; Composition of each team and existence of a sub-contract with an outsourcer for printing/design services; details on collaboration between the two companies**
- Whatever information is necessary to evaluate **Criterion 7: Geographical site and accesses from Geneva.**
- Whatever information to evaluate **Criterion 3: List of software used by the Design team and license for Proxima Nova font if any.**

3.2 *Proposed Services*

- Whatever information is necessary to evaluate **Criterion 1: High level of design expertise (analysis of the previous publications received as samples) and possibility to submit a short proposition applying UNHCR Brand guidelines and the new graphic line to different elements of the usual content of Global Report. The rough material to build a suggestion of lay out for a regional chapter (Annex H) will be provided upon request by contacting vivanco@unhcr.org**

- Whatever information is necessary to evaluate **Criterion 10 : Flexibility and ability to respect deadlines**. Please mention how you intend to meet the deadlines and indicate your response time for inserting requested corrections during correction process.
- Whatever information is necessary to evaluate **Criterion 8: Working environment and process, suggestion of a working methodology**
- Example of previous publication to evaluate **Criterion 9 : Quality of printing, printing capacity and equipment used, geolocation of the printing services and capacity to accommodate UNHCR team one day for ultimate corrections and sign-off of the Ready-for-press**. Mention if any extra-cost for ultimate corrections.

3.3 **Personnel Qualifications**

- Please provide CVs of the personnel of the Design team to evaluate Criterion 1,4,5
- Whatever information is necessary to evaluate **Criterion 1 : Design qualifications of the designers and samples of relevant previous works**.
- Whatever information is necessary to evaluate **Criterion 4: Working language skills: English fluency; French understanding**.
- Whatever information is necessary to evaluate **Criterion 5: English and French typesetting rules knowledge and graphic line edition in both English and French, transposition of English format to French format using the same graphic line**.

3.4 **Vendor Registration Form**

If your company is not already registered with UNHCR, please complete, sign, and submit with your Technical Proposal the Vendor Registration Form (Annex C).

3.5 **Applicable General Conditions**

Please indicate your acknowledgement of the UNHCR General Conditions of Contract for the Provision of Services by signing this document (Annex D) and including it in your submitted Technical Proposal.

4 Evaluation

4.1 *Technical Evaluation*

The **Technical offer** will be evaluated using inter alia the following criteria and percentage distribution: **60%** from the total score.

Company Qualifications	<ul style="list-style-type: none"> • Capacity to undertake contract • References • UN knowledge (Criterion 2) • Structure of the design/printing team (s) and outsourcer if any (Criterion 6) • Geolocation of Design/printing site(s) (Criterion 7) • Software equipment (Criterion 3)
Proposed Services	<ul style="list-style-type: none"> • Design expertise – Ability to respect and enrich a graphic line (Criterion 1) • Working environment and process proposed (Criterion 8) • Flexibility and ability to respect deadlines (Criterion 10) • Quality of printing and equipment capacity (Criterion 9)
Personnel Qualifications	<ul style="list-style-type: none"> • Design qualifications (Criterion 1) • Working language skills (Criterion 4) English and French graphic line edition and knowledge of English and French typesetting rules (criterion 5)

Some technical criteria will be subject to minimum passing scores; if a bid does not meet these minimums it will be deemed technically non-compliant and will not proceed to the financial evaluation.

5 Key Performance Indicators

5.1 *Performance Evaluation*

UNHCR expects to monitor the performance of the selected supplier.

The performance of the supplier will be evaluated regarding:

1. Respect of deadlines for delivery and of quantities
2. Quality of the final product:
 - a) regarding respect of UNHCR graphic line and development suggested for graphic elements (Graphs, charts, tables, photos)
 - b) regarding printing quality
3. Evaluation of correction process: understanding of requested corrections; accuracy and timeliness of corrections.
4. Ability of the supplier to work collaboratively and innovatively with UNHCR staff during the corrections process, and when UNHCR staff are on site.