

Terms of Reference

for *graphic design services*

1. What does Danish Refugee Council do?

Danish Refugee Council (DRC) is a leading international humanitarian organisation specialising in forced displacement. DRC supports refugees and internally displaced persons throughout their displacement, emigration, and upon return, as well as during settlement and integration in new communities. In Ukraine, DRC supports and implements humanitarian response initiatives across the country, with over 600 staff—mostly national employees. While the country office is based in Kyiv, DRC operates actively in 10 regions of Ukraine, providing targeted, timely, essential, and responsive assistance to internally displaced persons and communities affected by the war.

DRC began its programme activity in Ukraine in 1998, initially implementing reintegration projects in Crimea, and later expanded its presence to eastern Ukraine in 2014. Following the escalation of the war, DRC significantly scaled up its operations and is now one of the largest international non-governmental organisations in Ukraine, assisting communities affected by conflict and displacement nationwide.

Today, DRC implements a broad range of integrated and comprehensive programmes, both directly and through national partners, delivering emergency and long-term support to help people rebuild their lives and improve access to durable solutions for displaced populations. DRC's programme activity spans protection, economic recovery, humanitarian disarmament and peacebuilding, shelter, and improving access to clean water, sanitation, and hygiene. DRC continues to support individuals and communities across Ukraine who are affected by the war and displacement, as their vulnerabilities are deepening and access to basic services and rights remains limited.

2. The purpose of the services

Danish Refugee Council, based in Ukraine, is seeking proposals from graphic designers for the development of layouts/designs for a wide range of DRC communication materials. It is essential that all designs comply with DRC's established branding guidelines.

3. Background information

Danish Refugee Council (DRC) implements a wide range of integrated and comprehensive programmes both directly and through national partners. The organisation provides emergency and long-term support, helping people rebuild their lives and improve access to durable solutions for displaced populations.

With the support of donors, DRC implements projects that include the provision of humanitarian assistance, legal aid, social integration, and economic recovery. To ensure high-quality visual representation of these initiatives, a need arose to engage an external designer. The designer's tasks will include the development of both printed and digital materials in line with DRC's corporate branding and the specific requirements of individual programmes.

4. Tasks

The purpose of the design services is to provide high-quality design support for the communication and programmatic materials of Danish Refugee Council (DRC). The expected deliverables include:

1. Development of visual materials:

- Design of printed materials (brochures, booklets, leaflets, etc.).
- Design of digital materials (social media banners, infographics, illustrations).
- Development of layouts for branded items (visibility materials).

2. Support for corporate identity:

- Ensuring that all materials comply with the DRC brand book.
- Adapting existing designs for various formats and platforms.

3. Collaboration with the team:

- Regular coordination of deliverables with the client.
- Incorporating revisions based on feedback.

The engaged designer will ensure the production of high-quality materials that contribute to the effective communication of DRC's key messages to the target audience.

5. Scope of Work and Methodology

The engaged designer will be responsible for carrying out the following tasks (items in bold are considered most relevant):

1. Development of visual materials:

- Design of printed materials:
 - **Brochures, booklets, leaflets;**
 - **Report layouts;**
 - **Banners, posters;**
 - **Stickers;**
 - **Calendars;**
 - **Signage (signs for community spaces, desk/door nameplates);**
 - **Roll-ups;**
 - **Notebooks;**
 - **Certificates;**
 - **Event programs;**
 - **Invitations;**

- Postcards;
 - Canvas prints;
 - Document folders (with logo, pockets, etc.);
 - Envelopes (branded, with/without window);
 - Letterheads;
 - Access cards, badges;
 - Instructional or schematic posters, maps;
 - Letters of appreciation;
 - S-Card brochures;
 - Cards with QR codes;
 - Branded boxes and packaging;
 - Kit labeling stickers;
 - Bags (paper/plastic/eco tote bags with print);
 - Kit instructions (e.g., for hygiene kits);
 - Menus (e.g. for catering);
 - Seating labels (stickers for chairs/tables);
 - Thematic signs/posters (e.g., photo zone signage);
 - Other printed materials.
- Design of digital materials:
 - **Infographics;**
 - **Illustrations;**
 - **Report layouts;**
 - **Social media banners/creatives;**
 - Social media and online communication content (animated banners/GIFs, Facebook/YouTube covers, Stories/Reels templates, highlight icons, video thumbnails, Canva templates);
 - Website/landing page banners;
 - Visuals for home/section pages of websites;
 - PDF catalogues/digital brochures;
 - Digital maps (locations, routes, coverage, etc.);
 - Slides for webinars/video presentations;
 - Presentations (PowerPoint, Google Slides, Keynote);
 - Visuals for online training;
 - Fillable digital workbooks (PDF);
 - Templates for certificates/thank-you letters (digital);
 - Branded Word/Google Docs templates;
 - Templates for e-cards/invitations for email distribution;
 - Video frames/titles;
 - Other digital graphic materials.
 - Design of mockups and visuals for branded items (visibility):

<ul style="list-style-type: none"> • Shoppers/eco bags/totes; • Sports bags; 	<ul style="list-style-type: none"> • Bookmarks; • Notebooks; • Pencil cases;
--	--

- **Bracelets;**
- Pens/pencils;
- Clothing;
- Rulers;
- Flash drives;
- Mouse pads;
- Laptop stickers;
- Caps;
- Bucket hats;
- Scarves;
- Buffs;
- Socks;
- Gloves;
- Patches;
- Embroidered badges;
- Mugs;
- Coasters;
- Handmade soap;
- Magnets;
- Phone stands/holders;
- Card holders;
- Power banks;
- Lanyards;
- Badges;
- Raincoats/ponchos;
- Mini flags;
- Travel pillows;
- Blankets;
- Travel towels;
- Reflective elements;
- Branded vests;
- Thermal mugs;
- Water bottles;
- Lunchboxes;
- Umbrellas;
- Candles;
- Adhesive tape;
- Puzzles;
- Other branded items.

2. Compliance with standards:

- Ensure all materials comply with the DRC brand book and donor requirements.
- Use the provided text and graphic elements (logos, photos, content).

3. Revisions:

- Review and incorporate feedback from the DRC team.
- Submit final materials in approved formats.

Methodology

The DRC internal designer, together with the external designer, will develop a detailed methodology and work plan that will include:

1. Workflow planning:

- Defining work stages (concept development, design preparation, revisions).
- Agreeing on deadlines with the client.

2. Communication:

- Conducting regular consultations between the DRC team and the external designer to provide feedback.
- Requesting necessary materials and resources (content, logos, photos).

3. Revisions:

- Carrying out flexible revisions at each stage based on DRC team comments.
- The scope and number of revision rounds will be agreed upon according to project needs and within the established timeline.
- The external designer must promptly implement justified written feedback.

4. Deliverables:

- Providing final materials in high quality, ready for print or digital publishing in PDF, TIFF, PNG formats.
- All text in print files must be converted to outlines, with 3 mm bleeds applied.
- Image resolution: 300 dpi.
- Providing working files in AI, Indd, PSD formats.

Efficient communication and coordination between the external designer and the DRC team are essential to achieving the project goals.

6. Deliverables

The external designer will be responsible for the following deliverables:

Stage	Expected Deliverables	Description of Tasks	Maximum Expected Timeline	Estimated Completion Time
Stage 1: Initial Stage	Operational work plan and setting up the timeline	Kick-off meeting with DRC's internal designer and preparation of a detailed work plan with deadlines	1 working day	1 working day
Stage 2: Sketch Preparation	Development of initial design concept	The designer must provide either a sketch, a sample material, or a written concept	2 working days	1 working day
Stage 3: Design Development	Preparation and approval of designs (depending on scope and type of task)	Table calendar with full-color design. Insert sheet size: 210×98 mm	5 working days	4 working days
		Wall poster calendar with full-color design. Format: A3 (420×297 mm), total of 9 sheets, 4+4 double-sided printing.	5 working days	4 working days
		Quarterly wall calendar The calendar consists of three blocks displaying the previous, current, and next months. Format: Back panel: 320×210 mm Blocks: 297×140 mm (each month) Blocks are provided by the printing house. Only the front cover and final page need to be designed.	2 working days	1 working day
		Pocket calendar	2 working days	1 working day

		Format: 76×106 mm, 4+4 (double-sided full-color printing)		
		Leaflet, Euro flyer 4+0, 4+4, A5 leaflet 4+0, 4+4	2 working days	1 working day
		Leaflet with one or two folds (198×210mm, 200×200mm)	2 working days	2 working days
		Booklet up to 6 pages	5 working days	3–4 working days
		Booklet or report 6–10 pages	7 working days	5–6 working days
		Report or brochure up to 15 pages	7 working days	4–6 working days
		Report or brochure 15–30 pages	12 working days	6–10 working days
		Report 30–50 pages	14 working days	10–12 working days
		Report 50–70 pages	15 working days	10–14 working days
		Poster A4 format	2 working days	1 working day
		Poster A2, A3, A1 format	3–4 working days	2–3 working days
		Illustration (depending on complexity and format)	Up to 10 working days	3–5 working days
		Stickers with donor logos of various formats	2 working days	1 working day
		Signs (desktop/door/community spaces)	2 working days	1 working day
		Certificates	2 working days	1 working day
		Roll-ups	2 working days	1 working day
		Notebooks	2 working days	1 working day
		Event program and invitations	2–3 working days	1–2 working days
		Name badge for events, size 105×150 mm	1 working day	1 working day
		Infographics (depending on complexity and format)	Up to 10 working days	3–5 working days
		Banners/creatives (depending on complexity and format)	Up to 4 working days	2–3 working days
		Shoppers, eco-bags, totes (cotton/canvas branded), or sports bags	2 working days	1 working day
		Bookmarks	2 working days	1 working day
		Notepads	2–3 working days	1 working day
		Pencil cases	2–3 working days	1 working day
		Branded bracelets	1 working day	0.5 working day
		Folders, pens	1 working day	0.5 working day

Stage 4: Feedback	Receipt of feedback on draft materials	Consultations with the DRC internal designer, analysis of comments, and agreement on necessary changes	1 working day	1 working day
Stage 5: Revisions	Finalized materials	Implementation of necessary changes based on feedback and preparation of final versions	2 working days	1 working day
Stage 6: Submission of Layouts	Print-ready or publishable layouts and working files	Submission of final materials in PDF, TIFF, PNG formats and source files in AI, INDD, PSD formats, meeting quality standards (300 dpi) and 3 mm bleeds. Intellectual property rights for the layouts will be transferred to DRC.	1 working day	1 working day

7. Duration, Timeline, and Payment

Payment for the consultancy services will be made upon completion of the assignment, no later than one month after the submission of the final documentation required for the project.

8. Proposed Team Composition

Graphic Designer.

9. Candidate Requirements, Qualifications, Work Experience, and Evaluation Criteria

Quality Criteria for Designer Selection

Technical Criterion No.	Technical criterion	Weight in Technical Evaluation [Total 100%]
1	Qualifications and Experience of the Applicant	35%
1.1	<p>The bidder must have at least 3 years of proven experience as a designer, including the creation of both printed and digital materials.</p> <p>To confirm, the bidder must provide the following:</p> <ul style="list-style-type: none"> - Curriculum vitae (CV) – Annex H, where the number of years of relevant work experience is indicated. <p><i>1 point – the bidder has less than a year of experience.</i></p> <p><i>4 points – the bidder has from one to 3 years of experience</i></p> <p><i>5 points – the bidder has 3 years of experience.</i></p> <p><i>7 points – the bidder has 4- 5 years of experience.</i></p>	1-10 points

	<i>10 points – the bidder has more than 5 years of experience</i>	
1.2	<p>The bidder has professional knowledge of graphic programs such as Adobe Illustrator, Photoshop, InDesign.</p> <p>To confirm, the bidder must provide the following:</p> <ul style="list-style-type: none"> - Curriculum vitae (CV) – Annex H, which indicates experience with relevant programs (required); - a link to a portfolio with examples of completed work (required); - certificates of completion of relevant courses or trainings (if available); - Diploma of specialized education (design, graphics, visual communications, etc.), which includes the study of the above programs (if available). <p>* The advantage will be:</p> <ul style="list-style-type: none"> - ability to create illustrations (<i>if you have such a skill, please provide examples of illustrations or a portfolio that includes illustrations</i>); - ability to create infographics, graphics for social networks (<i>if you have relevant experience, please provide examples of infographics or a portfolio containing such works</i>). <p><i>1 point – the bidder doesn't have knowledge of graphic programs (AI, PSD, IND).</i></p> <p><i>4 points – the bidder owns only 1 or 2 programs out of three.</i></p> <p><i>5 points – the bidder is professionally proficient in all these graphic programs, has provided a CV and a portfolio with examples of layout of printed/digital materials.</i></p> <p><i>7 points – the bidder has additional graphic programs.</i></p> <p><i>10 points – the bidder is proficient in all of the above graphic programs and has provided certificates of completion of relevant courses and diplomas of specialized education. Examples of illustrations and infographics have been provided.</i></p>	1-10 points
1.3	<p>Quality of the portfolio</p> <p>Visual appeal, variety of examples, relevance of style to humanitarian topics, previous relevant experience.</p> <p>The participant's portfolio includes:</p> <p>1) Number of works: Must include at least 5-10 examples of completed graphic projects.</p> <p>2) Diversity: Entries should demonstrate experience in different types of design, such as:</p> <ul style="list-style-type: none"> - printed materials (booklets, flyers, posters, etc.) - digital graphics (social media banners, infographics, web design); 	1-10 points

	<ul style="list-style-type: none"> - illustrations or visualizations (if relevant). - Submission format: the portfolio can be submitted in the form of: <ul style="list-style-type: none"> - PDF file; - a link to an online resource (Behance, Google Drive, personal website, etc.). <p>Authorship: all works should contain a brief description and indication of the candidate's role (especially if the work was performed in a team).</p> <p>Relevance: it is preferable to submit works created within the last 2-3 years.</p> <p>* An advantage will be to have examples of work performed for humanitarian or non-profit organizations in your portfolio.</p> <p>3) Experience with adapting materials for print and digital platforms (knowledge of the requirements for print preparation: cropping, curves, image quality, etc.)</p> <p><u>For confirmation, the bidder must provide the following:</u></p> <ul style="list-style-type: none"> - CV (Annex H) describing relevant experience; - portfolio with examples of printed materials (if available). <p>4) Experience of interaction with customers at all stages of the project (approval of the terms of reference, acceptance and introduction of amendments, final approval of materials).</p> <p><u>For confirmation, the participant must provide the following:</u></p> <ul style="list-style-type: none"> - CV (Annex H) with a description of relevant experience of cooperation with clients or customers (if possible, indicating how comments/edits were taken into account); - portfolio with examples of completed projects. <p>*An advantage will be:</p> <ul style="list-style-type: none"> - Experience working with international organizations or in the humanitarian sector. - Experience in creating materials in multiple languages will be an advantage. For confirmation, please provide examples of materials in different languages as part of your portfolio. - Knowledge of English by the designer. <p><i>1 point – no portfolio or only one work without a description. Works are not completed or not informative.</i></p> <p><i>4 points – the portfolio contains 2-4 works, but all of them are made in the same format (for example, only social media or only postcards). There are no examples of print or digital layouts. Works do not include infographics or illustrations, there are problems with formatting or contrast.</i></p> <p><i>5 points – the portfolio contains 5-10 works, there is a basic variety (print, digital, illustration or visualization).</i></p>	
--	---	--

	<p>7 points – the portfolio contains more than 10 works, there is a variety of designs (booklets, banners, infographics, illustrations).</p> <p>10 points – the portfolio contains more than 10 works, half of which were created for NGOs. The examples show a variety of designs (booklets, banners, infographics, illustrations). Examples of works are provided in several languages.</p>	
2	Test assignment	45%
2.1	<p>Quality of test assignment.</p> <p>Completeness and accurateness in meeting task requirements, attention to detail, layout clarity, adherence to corporate guidelines and typography, and overall professional level.</p> <p><i>1 point – the bidder did not complete the test assignment or completed it with gross violations that don't meet the requirements, scoring no more than 29 points.</i></p> <p><i>4 points – the technical assignment was partially completed and the participant scored from 30 to 59 points according to the assessment.</i></p> <p><i>5 points – the bidder has completed the test assignment basically in compliance with the brand book (colors, fonts, logos), provided the correct format, but the layout needs to be improved: the structure can be made more logical, typography is sometimes unclear, elements are unevenly placed, inclusiveness is partially taken into account, scoring a total of 60 to 75 points</i></p> <p><i>7 points – the bidder has done a high-quality job with a good level of neatness: clean layout, consistent structure, all elements in place, grid, hierarchy, visual logic. The typography is well thought out, the layout is easy to read, and inclusivity (contrast, font) is considered, resulting in a total score of 76 to 85 points.</i></p> <p><i>10 points – professional, thoughtful and complete work. Full compliance with the terms of reference, perfectly structured, grid is used, typography is flawless, inclusivity is considered (contrast, fonts, sizes, logic). Visually appealing, ready to print without any edits, with a total score of 86 to 100 points.</i></p>	1-10 points
3	Timeliness	15%
3.1	<p>The bidder must be able to complete tasks within the established deadlines and meet the expected timeline outlined in the Terms of Reference (ToR). The following aspects are considered:</p> <ul style="list-style-type: none"> - clarity of time planning during the completion of the test assignment; - realism of the proposed deadlines for design of different types of materials (according to the ToR); - ability to deliver high-quality results within tight deadlines without compromising quality. <p><i>1 point – the bidder did not provide information on the deadlines or the proposed deadlines significantly exceed those specified in the SOW.</i></p>	1-10 points

	<p><i>4 points – the deadline for certain types of materials is in line with the SOW, but there are shortcomings in the organization of work or lack of flexibility.</i></p> <p><i>5 points – the stated deadlines are in line with the ToR, the bidder demonstrates good organization and efficiency.</i></p> <p><i>7-10 points – the bidder has provided significantly shorter terms of work performance than specified in the TOR.</i></p>	
4	References	5%
4.1	<p>At least three relevant and positive reference letters or records of performance (e.g., contracts) from similar past consultancy projects.</p> <p><i>(References from INGOs will be considered an advantage.)</i></p> <p><i>1 point: references are provided but not relevant.</i></p> <p><i>4 points: 3 references provided, but they are limited or not fully relevant.</i></p> <p><i>5 points: 3 solid references with details confirming relevant experience.</i></p> <p><i>7 points: 3+ quality references with details confirming relevant experience, including in the humanitarian sector.</i></p> <p><i>10 points: 3+ highly detailed references with positive feedback, confirming the successful delivery of similar assignments for humanitarian or international organizations.</i></p>	1-10 points

10. Technical Oversight

The selected designer will work under the supervision of the DRC Communications Department representatives.

11. Location and Support

The work will be performed remotely, with no requirement for physical presence in the office.

The designer must have:

- Their own equipment (a computer or laptop with sufficient capacity to run graphic design software, and a graphic tablet if needed).
- Licensed software required for the assignments, including Adobe Photoshop, Adobe Illustrator, InDesign, and Procreate (if illustration work is needed).
- A stable internet connection to ensure prompt communication and file sharing.

DRC will provide:

- Required textual and graphic materials (content, logos, photos, etc.).
- Clear technical assignments and feedback at each stage of the work.

- Access to the brand book and design guidelines.

12. Travel Requirements

The design services do not involve any travel.

13. Submission Process

Please refer to the invitation letter RFP-UKR-2025-015

14. Evaluation of Tender Proposals

Please refer to the invitation letter RFP-UKR-2025-015