RFQ 2022-001
Fact finding questions and answers
January 21, 2022

Budget
Question: Could you let us know what the budget is for this project?
Answer: We are unable to provide budget range as part of this solicitation process, and encourage all bidders to prepare their most competitive proposals based on the needs outlined in this RFQ. Budgets should be prepared based on actual costs needed to implement the proposed scope of work over the project timeline.

Question: To ensure that bidders are on the same page with the depth and breadth of this work, can you please share a budget range?
Answer: We are unable to provide budget range as part of this solicitation process, and encourage all bidders to prepare their most competitive proposals based on the needs outlined in this RFQ. Budgets should be prepared based on actual costs needed to implement the proposed scope of work over the project timeline.

Question: What is your ideal budget range for this effort? This will be extremely helpful to us in determining scope and timeline.
Answer: We are unable to provide budget range as part of this solicitation process, and encourage all bidders to prepare their most competitive proposals based on the needs outlined in this RFQ. Budgets should be prepared based on actual costs needed to implement the proposed scope of work over the project timeline.

Question: Will photography, icons/graphic elements, and/or stock resources be provided to the Vendor for use in the templates, toolkits, graphics, and other assets, or should the Vendor submit a budget for stock resources under itemized costs?
Answer: We don’t think it will be necessary to include a budget for stock photos. We plan to utilize existing ECDAN and partner photo resources. The selected firm will likely need to create icons and graphic elements as part of developing the campaign visual identity.

Submission guidelines
Question: Can you please advise if there is a preferred template to use to prepare the quotation?
Answer: Yes, see attached budget template.

Question: Is there a format or file type preference for our quotation? (e.g. PDF vs Word vs PPT, etc.)
Answer: Please use the attached budget template for financial quotation. There is no template for the technical proposal. Please submit technical proposals in PDF format.
**Question:** Should financial reports be attached to the quotation or submitted separately?
**Answer:** They can be submitted as separate documents.

**Question:** Additionally, would you prefer these submitted quotations to be more succinct and primarily text - or are we encouraged to use lots of visuals?
**Answer:** Please prepare your quotation in the manner that is best to describe your approach to this scope of work and your firm’s qualifications.

**Question:** We would love to submit a formal quotation, but I was wondering if we are still on time?
**Answer:** Yes. Bids are due February 9, 2022.

**Question:** Regarding the request for “three years audited financial reports in English,” what is the required/acceptable documentation for an LLC that is not required to conduct annual audits?
**Answer:** Three years audited financial reports is the preferred financial documentation. If this information is not available, please include audited reports detailing how your firm’s indirect costs are calculated.

**Early Childhood Development Action Network & our partners**

**Question:** How does ECDAN operate in terms of local campaign implementation at a country level? Are there in-country grantees, aligned partners or local ECDAN staff that will carry out the campaign at the ground level?
**Answer:** ECDAN is managed by a secretariat, which is a global team focused on network governance, advocacy, communications, partnership building and knowledge sharing. All of our work is implemented through ECDAN partners who include regional early childhood development networks, international and local NGOs, academic institutions, foundations, multilateral agencies and others. For the childcare campaign we do not have dedicated in-country grantees, but we are working closely with a range of partners to connect us with stakeholders and advocates at the ground-level.

**Question:** Do you have any specific focus areas within the broader ambit of early childhood development such as education, nutrition, emotional and physical wellbeing, access to health facilities etc?
**Answer:** ECDAN’s vision is that every young child is safe, well nourished, healthy, happy and learning based on the Nurturing Care Framework. Our advocacy, communications, knowledge sharing and learning activities cover all the domains of early childhood development including early learning, health, nutrition, parenting/responsive care giving, child and social protection, and others.
Question: Since ECDAN is a network of several organizations, academia and changemakers, can you please let us know who will front the conversation with different stakeholders in our country of operation?

Answer: Communications will primarily be managed by the ECDAN secretariat. In focus countries, ECDAN will work through ECDAN partners connected to local partners.

Question: Has ECDAN mobilized any initiatives in the country or collaborated with the Government of India so far?

Answer: No. ECDAN has no on-the-ground presence in India or in any other country. However, our partners such as UNICEF, WHO and several foundations support ECD in India. ECDAN’s work is conducted through partners at country level. Several Indian networks and organizations serve on our Global Policy and Advisory Group and participate in our communities of practice.

Question: What kind of design support does ECDAN have internally? Who will use the templates that are being built? A marketing team or a policy person?

Answer: ECDAN works with graphic design consultants as needed. ECDAN’s Communication and Knowledge Management lead also carries out some design tasks based on available time and the nature of the task. The templates will be used by ECDAN’s secretariat team, including the Policy and Advocacy Lead. In addition, our partners will use the templates for activities such as preparing case studies, developing policy briefs, and delivering presentations or webinars.

Question: Does ECDAN have any other campaigns of this intended size and structure?

Answer: ECDAN has several other initiatives with advocacy components, but none currently include funding for a communications partner.

Question: Are there examples of campaigns that you would like to model this on?

Answer: With a small core staff and no in-country presence, ECDAN works through partnerships. As a result, many campaign models of NGOs would need to be adapted to better fit ECDAN’s size and structure. However, partners like World Vision International, UNICEF, White Ribbon Alliance, OXFAM, WIEGO, etc., have launched global campaigns and developed resources that are relevant. Please share with us lessons learned from successful campaigns that you have supported in the past.

The childcare campaign

Question: Does ECDAN have specific regions or countries that will be prioritized for this campaign effort? Will materials be delivered in multiple languages?

Answer: While this is a global campaign, we are in the process of working with our partners to identify a set of 3-5 focus countries where we can jointly provide additional support and coordination. We will determine later if materials will be developed in additional languages beyond English. Please prepare proposals based on English language materials only.
**Question:** Page 4, second paragraph: What “Select countries will we be working in?”

**Answer:** Focus countries have yet to be identified. We anticipate final decisions to be made in February – with 3-5 low- and/or middle-income countries.

**Question:** Do you expect social and promotional materials to be designed in languages other than English? If so, what are the preferred languages?

**Answer:** We are staring just with English. We will determine later if materials will be developed in additional languages beyond English. Please prepare proposals based on English language materials only.

**Question:** How many languages does the report(s) need to be in. We assume one: English. But if it is different please tell us.

**Answer:** Initial language is English. We will determine later if materials will be developed in additional languages beyond English. It is not necessary to budget for or assume the need for translators at this time.

**Question:** Does an overarching communications strategy, messaging framework, and/or stakeholder engagement plan already exist for this campaign as a basis for the deliverables outlined in this scope?

- If not for this specific campaign, do these documents exist for the ECDAN program to guide this work?

**Answer:** We have a draft communications strategy and messaging framework to be shared with selected firm. We also have begun to map stakeholders.

**Question:** Has research been done on the current communications ecosystems around ECD in priority countries? Our company suggests conducting an advocacy landscape assessment for priority regions to determine existing conversations, messengers and organizations active on these issues as well as relevant platforms to leverage for advocacy in earned, owned and digital communications. Would this type of research be possible to include in the proposal?

**Answer:** Focus countries have not been finalized yet, and so no research has been conducted to date. Once focus countries have been identified, we will work with our partners to determine what additional research or analysis is needed. We are open to further analysis if it will inform and advance local advocacy efforts.

**Question:** Who will be using these materials as they are developed? Communications staff, health care professionals, individual advocates or other local stakeholders? Is there precedence for local partners effectively adopting ECDAN materials and resources? Would including these stakeholders in the creative process be an option?

**Answer:** We will be developing materials both for global audiences and for audiences in the countries that are ultimately selected as our focus countries. At the global-level we expect partners such as regional early childhood development networks, international NGOs, academic institutions, multilateral agencies, and foundations to use the materials to support elevating childcare as a key women’s economic empowerment and early childhood development issue.
We expect messaging and materials developed for local audiences will be focused on policymakers and local advocates. ECDAN has extensive experience with knowledge sharing and learning and has experience with disseminating advocacy and knowledge products to local partners who use these products to advocate for policy changes and investment in early childhood development programs.

**Question:** Since there are multiple important stakeholders (Parents, teachers, civil society, government, media, thinktanks and academia among others), which are ECDAN’s priority groups from the perspective of campaign collaterals?

**Answer:** Priority audiences in our target countries include policymakers and decision makers such as ministers of finance, local advocates such as civil society organizations to generate locally led demand, and private sector actors. At the global-level we want to reach foundations, financing institutions and other bilateral funders, corporations, influential multilateral institutions, international NGOs, and early childhood development researchers.

**Question:** Page 2, third paragraph: Are the five platforms: “vaccines, drugs, diagnostics, devices and service administration” to be used in this campaign?

**Answer:** ECDAN is hosted by PATH, which works across the five planforms listed in the third paragraph on page two. These platforms are not relative to this bid. This bid is specific to ECDAN’s childcare campaign.

**Question:** Page 2, third paragraph: Will we be focused mainly on “Asia and Africa” in this campaign.

**Answer:** This paragraph specifically describes the focus of PATH, which is ECDAN’s host institution. ECDAN was formed as a global network and we work with partners that cover Africa, Asia, Europe, the Middle East and the Americas. The childcare campaign has been designed with our partners and funders to raise awareness on a global scale about the need for accessible, affordable, and high-quality childcare for all. As mentioned elsewhere in this Q&A we are in the process of determining initial focus countries where we see opportunity to support local partners in advancing childcare policy.

**Question:** Page 3, A Project Background: Will this be a campaign to focus primarily on COVID-19?

**Answer:** COVID-19 has highlighted the inadequacies of childcare systems and exacerbated existing challenges parents, caregivers, and childcare providers face but it was already a crisis for many families especially those living in poverty or marginalized groups. It’s also created opportunity as there is increased awareness of and attention to childcare services as a critical policy priority that has positive impacts on gender equality, childhood development, economic growth, among others. We see childcare as the foundation to building human capital. As a result, recovery from COVID-19 and building back better is an important factor in this campaign and a key message point. But the need for increased access to affordable, quality childcare existed prior to COVID-19 and will continue beyond COVID-19.
Question: How important is the messaging around mitigating the risk of COVID-19 on child development for this campaign?
Answer: COVID-19 has highlighted the inadequacies of childcare systems and exacerbated existing challenges parents, caregivers, and childcare providers face. It’s also created opportunity as there is increased awareness of and attention to childcare services as a critical policy priority that has positive impacts on gender equality, childhood development, economic growth, among others. As a result, COVID-19 is an important factor in this campaign and a key message point. But the need for increased access to affordable, quality childcare existed prior to COVID-19 and will continue beyond COVID-19.

Question: Page 3, fourth paragraph:  Will this campaign deal with early brain development?
Answer: Childcare is an issue that crosses many sectors, intersecting with movements in gender equality, women’s economic empowerment, labor, education, early childhood development, economic development, etc. Research suggests access to quality childcare services has a positive impact on children’s brain development – at a critical time in their overall growth. So, while early brain development is a critical factor, it is important to look at this issue holistically with linkages to other outcomes, movements, and sectors.

Question: Are there any political commitments or policy shifts that ECDAN would like to see in India?
Answer: The overall objective of the campaign is to increase access to affordable, quality childcare services. What the policy priorities are in specific countries may look very different, and those priorities would come from local partners. As we finalize focus countries, we will seek to learn from local partners as to what their policy priorities are and understand how ECDAN can support their efforts.

Question: Can you describe the key parameters of a successful project?
Answer: Ultimately, this campaign seeks to expand access to quality, affordable childcare by strengthening and increasing policies. Intermediate outcomes include:

- Increase awareness, investment, and political commitment to strengthen childcare systems
- Improve cross-regional knowledge exchange and access to quality resources and learning opportunities
- Connect and align key stakeholders behind common goals across sectors

Question: Understanding the urgency of building messaging on this issue, are there any events or meetings driving the timeline? We did not see events on the ECDAN website but want to confirm.
Answer: Yes. ECDAN has identified a set of influencing moments (key events and dates) and will also organize webinars, forums, and roundtables, and other events (both in-person and virtual). These events and opportunities will need to be integrated into the deliverables and communications calendar.
**Question:** Does this campaign have a lifespan? Will it be sunsetted if/when it hits a specific goal?  
**Answer:** ECDAN currently has funding for two years.

**Scope of work, including campaign visual identity and assets to be developed**

**Question:** Does ECDAN expect the new campaign brand to be associated with the organization’s current brand identity and platforms or completely new?  
**Answer:** We believe that ECDAN’s draft Institutional Identity Guide, provided as an attachment, is a good starting place for designing campaign materials including the ECDAN color palette. This campaign will not need its own logo, materials will use the ECDAN logo, and partner logos as relevant. The selected firm can present design options for campaign materials that use different typography, icons, and graphic elements from what is described in the Institutional Identity Guide, while still maintaining connection to the ECDAN brand through use of our logo and colors.

**Question:** Page 4, A. Scope of Work. Does visual identity mean a logo?  
**Answer:** It will not be necessary to design a campaign logo. We want print and digital materials to have standard colors, design elements, typography and/or icons that make them recognizable as part of this campaign.

**Question:** How closely is the campaign identity expected to align with the branding seen on ECDAN.org and/or other partner brands?  
**Answer:** We believe that ECDAN’s draft Institutional Identity Guide, provided as an attachment, is a good starting place for designing the campaign’s visual identity including the ECDAN color palette. This campaign will not need its own logo, materials will use the ECDAN logo, and partner logos as relevant. The selected firm can present design options for campaign materials that use different typography, icons, and graphic elements from what is described in the Identity Guide, while still maintaining connection to the ECDAN brand through use of our logo and colors.

**Question:** Does the scope to “define/develop a visual identity…” include creating a custom, campaign logo in addition to the noted color palette, formatting standards, and font styles? Or, will the campaign use/leverage an existing logo as the basis for the visual brand?  
**Answer:** We believe that ECDAN’s draft Institutional Identity Guide, provided as an attachment, is a good starting place for designing the campaign’s visual identity including the ECDAN color palette. This campaign will not need its own logo, materials will use the ECDAN logo, and partner logos as relevant. The selected firm can present design options for campaign materials that use different typography, icons, and graphic elements from what is described in the Identity Guide, while still maintaining connection to the ECDAN brand through use of our logo and colors.
**Question:** Page 4. A. Scope of Work. Will this be a branding guideline, where we explain and illustrate test, photo usage, graphics, the scale of things and various forms for you to use?

**Answer:** Yes, since we work with a range of partners with their own communications and graphic design staff we will need to be able to provide clear guidance to these partners on the guidelines for creating communications products in line with the campaign’s visual identity.

**Question:** Does the new campaign brand need to live anywhere else beyond the specified areas of marketing collateral and the digital landscape. For example, virtual or in-person events and e-learning platforms.

**Answer:** In the examples given we are likely to use the ECDAN brand. ECDAN maintains a knowledge sharing platform that uses the ECDAN brand. For events will we use the ECDAN logo.

**Question:** Where will the new campaign and its content primarily live? ECDAN.org/new campaign? The RFQ requests web graphics, will the new campaign have a dedicated landing page or site? Will the new campaign have its own social media handles?

**Answer:** The campaign will primarily live on ECDAN’s website. We are launching a new website in early 2022. The campaign will have a dedicated landing page on the new ECDAN website. The campaign will not have its own social media handles, but will use ECDAN’s Twitter, LinkedIn and Facebook pages and partner social media channels.

**Question:** What are the specific components of the ‘Fully designed advocacy toolkit’ deliverable, is that simply all of the other materials put together in a cohesive package?

**Answer:** Yes, the advocacy toolkit will be a collection of key assets. ECDAN will also organize a series of discussions with key stakeholders to identify assets that are most needed/valued. We will finalize the specific components through these ongoing stakeholder consultations and consultations with the selected firm.

**Question:** Will we need to produce any printed materials?

**Answer:** We imagine the campaign will use a mix of print and digital products. Local partners in certain countries or contexts may be especially in need of printed materials. Based on the intended audience and use we will discuss if a product should be designed for digital or print.

**Question:** What specific deliverables are requested for the following scopes of work:

- **“Identify appropriate mediums, messengers, and channels to deliver key messages.”**

**Answer:** This will be achieved through supporting finalizing the campaign communications strategy by helping us to identify the most effective communication channels and tactics to reach our target audiences with our key messages.

- **“Provide strategic consultation to ECDAN staff on the development of the communications strategy.”**

**Answer:** Related to the above, helping us to finalize our draft communications strategy.

- **“Recommend additional assets to enhance the development and implementation of the communications strategy.”**

**Answer:** We have a draft list of communications assets to be developed as part of the campaign. We hope the selected firm will provide creative ideas for communications assets we
could develop as part of this campaign to support reaching our target audiences and reaching our campaign goals.

**Question:** Has domestic or global audience research been conducted that can steer the direction of the campaign identity and messages? If not, are you open to adding research to the scope of work and budget?

**Answer:** No formal research has been conducted to date. We are open to additional research and consultations that will inform the campaign’s messaging and other deliverables.

**Question:** Page 4, A. Scope of Work. Will we be given guidance on priority audience(s). We assume it will be parents (mothers), Policy Makers, The Work Force, and Influencers.

**Answer:** Yes, you will be given guidance on priority audiences. Priority audiences in our target countries include policymakers, local advocates such as civil society organizations, and private sector actors. As the global-level we want to reach foundations and other funders, influential multilateral institutions, international NGOs, and early childhood development researchers.

**Question:** Page 5. Messaging. We assume this will be part of gathering the priority audience and gathering as much information as we can about Early Childhood Development and Economics and Financing?

**Answer:** We expect our key messages will be drafted though partnership between the selected firm and the ECDAN secretariat. Childcare research, such as studies related to the economic and child development benefits of childcare, and existing advocacy materials, should be consulted for learning and inspiration. We have already begun work to identify the priority audiences and will share information on the target audiences with the selected firm.

**Question:** Will this be specific guidelines to talk to different people?
In other words, we’ll put together a timeline for how to talk to different people and different infographics and media posts.

**Answer:** We assume a series of stakeholder interviews will be necessary to gather information to inform the deliverables. We will work with the selected firm to develop a timeline for specific deliverables based on production timeline and campaign needs.

**Question:** Will there be future need (beyond the scope of this RFQ) for video and more digitally focused assets beyond the essential design materials required for the campaign brand launch?

**Answer:** It is possible. This is an evolving campaign.

**Project management, review, and approval process**

**Question:** Does the proposed schedule for each deliverable assume time for discovery, review, and testing with internal and external stakeholders?

**Answer:** The proposed schedule will be discussed with the selected firm. We will work with the selected firm to ensure materials are delivered in timely manner, while allowing adequate time for research and discovery, reviews, and feedback processes.
**Question:** Who will coordinate, schedule, and consolidate feedback for each review/approval process?

**Answer:** Jacqueline Deelstra, ECDAN’s Communication and Knowledge Management Lead will be the primary contact for the selected firm and will lead on consolidating feedback from the ECDAN secretariat and ECDAN partners.

**Question:** Who are the internal and external stakeholders who will be involved in each project element?

**Answer:** Various members of the ECDAN secretariat will be involved throughout the project including the Executive Director, the Policy and Advocacy Lead, the Communication and Knowledge Management Lead, and the Global Technical Lead. ECDAN also has a Global Policy and Advocacy Advisory Group (GPAAG) made up of advocacy, communications, and child development experts from external organizations who advise our work including this campaign. Members of the GPAAG come from organizations such as UNICEF, the World Bank, the Bill & Melinda Gates Foundation, the Hilton Foundation, Oxfam, and the Center for Global Development. ECDAN’s regional partners including the African Early Childhood Network and (AfECN) and the International Step by Step Association (ISSA) will also be key partners in the campaign. Through our regional networks we plan to involve policymakers, advocates and childcare workers in our focus countries.

**Question:** How will decisions be made? Will final decisions on messaging and creative be conducted via marketing teams or by committee(s)?

**Answer:** This will vary depending on the deliverable and stages of the campaign. In some instances, some combination of just the ECDAN secretariat (Executive Director, Policy and Advocacy Lead, Communications Lead, and Technical Lead) will provide input and approval. At other moments, we will seek input from a broader set of partners, with the secretariat providing final approval.

**Question:** To whom will we have access for our initial messaging and branding discovery phase? Will we have access to just the ECDAN core team or will we have access to the members of the larger network?

**Answer:** It will vary. In some instances, the ECDAN secretariat will be your primary contacts. However, depending on the deliverable, ECDAN will invite key partners to provide input. ECDAN can recommend specific partners who would bring valuable perspectives to the table. In addition, ECDAN’s Global Policy and Advocacy Advisory Group could prove to be a valuable sounding board.

**Question:** How many stakeholders will be involved in the review/approval process for each deliverable?

**Answer:** This will vary depending on the deliverable and stages of the campaign. In some instances, some combination of just the ECDAN secretariat (Executive Director, Policy and Advocacy Lead, Communications Lead, and Technical Lead) will provide input and approval. At other moments, we will seek input from a broader set of partners, with the secretariat providing final approval.
**Question:** How many rounds of review and revision are anticipated for each deliverable?
**Answer:** This will vary depending on quality of initial drafts and the project timeline that’s been established.

**Question:** What would you estimate the approvals process to look like? Layers of review, number of reviewers, and any other detail you may have at this point. This too will impact our proposed timeline.
**Answer:** We expect this will vary and it is difficult to generalize. We expect some materials can be reviewed and approved fairly quickly by the ECDAN secretariat, we expect others will need to be reviewed by the GPAAG, our regional partners and/or local country partners. When we send materials to external partners we tend to provide at least one week to ten days for reviews.

**Question:** What is the expectation for the number/frequency of meetings with the project team and stakeholders throughout the duration of the project?
**Answer:** We will discuss with selected firm the desired meeting cadence and virtual collaboration platforms. Our team covers several time zones so while meeting will be necessary at times, we also will look to use email and other forms of communication for check-ins.

**Question:** Can the proposed timeline for deliverables be updated to reflect this process having been pushed back a bit?
**Answer:** We will discuss timeline with the selected firm and are open to adjusting the dates for deliverables as is reasonable and necessary. Throughout the pandemic ECDAN has prioritized the well-being of staff and partners recognizing that unforeseen challenges such as school closures, childcare disruptions, and illness have led to workplace disruptions. We hope to communicate openly with the selected firm on any challenges that arise that could affect timeline and to look for a solution that balances the campaign needs and well-being of all partners.

**Desired experience and qualifications**

**Question:** Beyond the subject matter experience you are looking for, are there any particular qualities or working style that the ideal partner would possess?
**Answer:** ECDAN values open communication. We work with partners who are flexible working across time zones and who are comfortable working with diverse teams and value incorporating diverse perspectives and ideas. Our ideal partner has a passion for ECDAN’s mission and vision, including a passion for ensuring access to equitable, high-quality, affordable childcare for all.

**Question:** As PATH works primarily alongside countries primarily in Africa and Asia, is experience in those regions required?
**Answer:** It is not required, but we anticipate working in low- and middle-income countries so experience working with partners and audiences in these environments is valuable.
**Question:** Could you let us know if you have a local preference or are you open to an international agency that specializes in Healthcare and has done similar work with clients globally?

**Answer:** Yes, we’re open to firms based in any location as long as they are open to working with PATH staff in varying time zones, including US east coast and west coast time zones.

**Other**

**Question:** How many firms have you invited to bid on this project?

**Answer:** This is an open RFQ and any interested party may submit a bid.

**Question:** How many firms indicated interest in responding to this RFQ?

**Answer:** This is an open RFQ and any interested party may submit a bid.