



**DEPARTMENT OF
SCHOOL EDUCATION**
GOVERNMENT OF NAGALAND

**REQUEST FOR EXPRESSION OF INTEREST
(CONSULTING SERVICES – FIRMS SELECTION)**



REOI Ref. No.: NEP-PMU-2/PROC-COMM-1/2021-22

**SELECTION OF AN AGENCY TO CREATE AND IMPLEMENT A COMMUNICATION AND
OUTREACH PLAN FOR NECTAR STRENGTHENING**

**NAGALAND EDUCATION PROJECT – THE LIGHTHOUSE
“NAGALAND: ENHANCING CLASSROOM TEACHING AND RESOURCES”
(NECTAR)**

Principal Director
Department of School Education
Government of Nagaland
Kohima

**REQUEST FOR EXPRESSIONS OF INTEREST
(CONSULTING SERVICES – FIRMS SELECTION)**

Country - India

Project – NAGALAND EDUCATION PROJECT-THE LIGHTHOUSE {NAGALAND ENHANCING CLASSROOM TEACHING AND RESOURCES (NECTAR)} (P172213)

Assignment Title: Selection of agency to create and implement a communication and outreach plan for NECTAR strengthening

Reference No.: NEP-PMU-2/PROC-COMM-1/2021-22

1. *The Department of School Education (DSE), Government of Nagaland (GoN)* has received financing from the World Bank toward the cost of the *Nagaland Education Project – The Lighthouse (NECTAR)* project and intends to apply part of the proceeds for various consulting and implementation services.
2. The services (“Services”) are to support the Project Management Unit (PMU) of “Nagaland: Enhancing Classroom Teaching and Resources (NECTAR)” project with requisite experience and capabilities. The support will be as per Terms of Reference (TOR). The TOR for the assignment is attached as Annexure-I. More details about the project can be found in the Project Information Document (PID) on the World Bank Website:
<https://documents1.worldbank.org/curated/en/367221603096245045/pdf/Project-Information-Document-Nagaland-Enhancing-Classroom-Teaching-and-Resources-P172213.pdf>
3. The DSE now invites eligible agency/agencies (“Agencies”) who will provide high performing resources under administrative framework of DSE to access, review, design, develop, set up, maintain and implement the objectives as per the TOR. Interested agencies should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The short-listing criteria are:
 - a. General experience of the Firm(s);
 - b. Experience in similar projects of compatible size, complexity and technical specialty in the required area;
 - c. Financial Soundness of the firm (minimum average annual turnover of INR 1 Crore for 3 years out of last five years; and
 - d. Staffing and logistics of the firm.
 - e. An agency with an officer or partner based in Nagaland is preferred. The agency may form a consortium with other specialist agencies and submit a combined bid, with details and roles and responsibilities of each agency explained.

While indicating information relating to (b), it shall be made clear whether responsibility of the firm was in the capacity of a principal firm (lead partner) or as an associated firm (sub-consultant/JV partner) with detail delineation of the scope of the services.

Consultants are requested to submit the following supporting documents against the above-mentioned criteria:

- (a) Registration paper of the firm(s);
 - (b) JV agreement/letter of intent (if applicable);
 - (c) Firm's brochure;
 - (d) Audited financial reports for last three years;
 - (e) Service experience record (including nature, total cost, total input in terms of staff month, employer, location of service, scope of services etc.)
 - (f) The experience of a parent company, subsidiary company, group company or associates (whatever the names) of the Applicant shall not be considered in evaluation.
4. The attention of interested Consultants is drawn to paragraphs 3.14, 3.16, and 3.17 of the "**World Bank Procurement Regulations, 2016**" for IPF Borrowers (Revised November 2020), setting forth the World Bank's policy on conflict of interest.
 5. Consultants may associate with other firms in the form of a **joint venture or a sub-consultancy** to enhance their qualifications. In the case of an association, all members of such "association" should have real and well-defined inputs to the assignment and the total number of firms including their associates shall be maximum of three. In case of association in the form of sub-consultancy, the experience of sub-consultant shall not be considered in the evaluation.
 6. A Consultant will be selected in accordance with the Quality and Cost Based Selection (QCBS) method as set out in Section VII, paragraph 7.3 of the World Bank's "Procurement Regulations for IPF Borrowers" July 2016, revised August 2018 ("Procurement Regulations").
 7. The detailed **Terms of Reference** for the assignment can be found at the following weblink: <https://nagalandtenders.gov.in> and <http://education.nagaland.gov.in>
 8. Further information can be obtained at the address below during office hours. Queries may also be mailed at contact@nagalandeduproject.com, with the subject line – "**Query _Selection of agency for Communication_<Name of the Firm>**". Please account for delays in response to queries.
 9. Expressions of interest must be submitted on <https://nagalandtenders.gov.in> with the subject line – "**Eol_ Selection of agency for Communication_<Name of the firm>**" by 23.59 Hrs, 9th October, 2021.

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Annexure - I
Terms of Reference

Selection of agency to create and implement a Communication and Outreach plan for NECTAR strengthening

1. Introduction

1.1 The state of Nagaland is situated in the North-Eastern Region of India and has a population of 2 million. With an area of 16,579 square kilometres, the state's topography is hilly, with very poor roads and connectivity. More than half the state is under forests. As a result of these factors, the population density is only 120 people per square kilometre (about one third of the national average of 312). The state has 12 districts, 52 blocks, and 1,500 villages. On average, Nagaland is poorer than the rest of India – per capita net domestic product in the state is US\$930, which is about 25 percent lower than the national average of US\$1,230. At the same time, the incidence of severe poverty is lower: compared to a national average of 22 percent (2011-12), an estimated 19 percent of the Naga population lives below the official poverty line. However, the COVID-19 pandemic, which reached the state in May 2020 and had infected approximately 6,500 people by early October 2020, is expected to increase the incidence of poverty.

1.2 Nagaland, like the other states in the North-Eastern Region, is classified by the GoI as a 'Special Category' state, giving it priority for development investments. Despite this, Nagaland continues to face significant challenges with human capital formation, which the ongoing COVID-19 pandemic will only exacerbate. According to pre-pandemic estimates, Nagaland was at the bottom of various development indices and rankings. Its index of fiscal self-reliance is far below the national average. State-wise infrastructure development rankings place Nagaland in the bottom quartile – the state has one of the lowest per-capita electricity consumption levels in the country, and less than half of its villages have full drinking water supply. Nagaland's Human Development Index ranking slipped from 15 in 1990 to 20 in 2017. In addition, the state ranks close to the bottom of Niti Aayog's School Education Quality Index.

1.3 Public school education in Nagaland consists of about 2,000 government schools catering to around 150,000 students. Even before the COVID-19 pandemic, the state was in a learning crisis, with low enrolment and low learning outcomes at all levels, large inter-district disparity in achievements, and low service delivery capability at the state and sub-state levels. As per GoI's Unified District Information System for Education (UDISE) 2016-17 data for elementary schooling, Nagaland is among the bottom five states in India for its Net Enrolment Rate (NER) (75.63 percent vs 85.89 percent for India), retention rate (45.5 percent vs 70.6 percent for India), and rates of transition from elementary to secondary education (79 percent vs 88.5 percent for India). Nagaland has the second highest dropout rates at primary and upper-primary levels (20.9 percent and 18.2 percent respectively) [UDISE 2016-17]. The situation further deteriorates at the secondary and higher secondary stages. At the secondary level, Nagaland ranks second from the bottom among states in India on NER (34.03 percent vs 51.77 percent for India) and third from the bottom in retention rate (30.9 percent vs 55.5 percent for India). At the higher secondary level, the NER drops to an abysmal 19.62 percent compared to 30.95 percent for India [UDISE

2016-17]. The National Achievement Survey (NAS) data on student learning outcomes for Grades 3, 5, 8, and 10, and the Nagaland Board of School Education (NBSE) examinations data for Grades 10 and 12 reveal generally low levels of learning among government school students in the state, particularly in the areas of math and science, with large inter-district variations. The state also performs poorly on the Annual Status of Education Report (ASER) test of basic reading and arithmetic skills, indicating a lack of foundational learning and persistent learning gaps.

1.4 The Government of India (GoI) recently launched NEP 2020 to revise and revamp all aspects of the education structure in India and align the federal and state systems with the aspirations of the 21st century. The NEP lays special emphasis on developing the creative potential of each individual. It also emphasizes the principles of respect for diversity and local context, equity and inclusion, community participation, use of technology, and the need to foster conceptual understanding, critical thinking, and creativity in students. The GoN is deeply committed to realizing the vision for education enshrined in the NEP through the NECTAR project. The aim is to develop a comprehensive, sustainable reform program that can guide efforts at two levels: system-wide reforms that improve overall governance of schools in the state, and school-focused reforms that directly improve school-level teaching practices and learning environments.

2. Overall Program Objective

2.1 The project development objective is to (i) enhance the governance of schools across the state; and (ii) improve teaching practices and learning environments in selected school complexes.

2.2 Based on a review of the key challenges and priorities in the education sector, including those emerging due to the COVID-19 pandemic, three project components are proposed. The first component (Component 1: Improving System and School Management) will support some of GoN's short- and medium-term response and recovery needs due to the COVID-19 pandemic and focus on building an improved and resilient education system for the future. The second component (Component 2: Enhancing the Teaching and Learning Environment) will support the preparation of a strategic quality improvement roadmap for all schools in Nagaland, as well as demonstrations of how to improve the teaching and learning environment in about 15 school complexes. The roadmap and associated demonstrations will emphasize quality improvement efforts that build resiliency at the school level to tackle COVID-19 and any other future shocks. The project will also have a technical assistance component (Component 3: Technical Assistance) to help the GoN procure/ establish and manage services, undertake any immediate COVID-19 response measures, and implement a communication strategy that can help move forward the reform agenda.

Together, the project components are designed to support the GoN's ongoing efforts to minimize the adverse effects of COVID-19 on students, teachers, and the education system; ensure continuity in the provision of education services; and develop an improved and more resilient education system in Nagaland. The World Bank's COVID-19 education response strategy has been adapted to the context of the state, and appropriate project-level interventions have been identified in accordance with the three phases outlined in the strategy

2.3 The project will directly benefit about 150,000 students, 20,000 teachers, 100 district and sub-district officials, 2000 SMCs/SMDCs in the government education system in Nagaland, who will be

impacted by the state-wide reforms in schools. While some reforms, such as the provision of digital instructional materials, reformed school leaving examinations, and improved learning environments will impact them directly, they will also benefit indirectly from enhanced capacity building of teachers as well as better governance and tracking of educational inputs and outcomes.

2.4 The project will be implemented by the Department of School Education (DSE), Government of Nagaland through its constituent agencies, Directorate of School Education (DoSE), State Council of Educational Research and Training (SCERT), Nagaland Board of School Education (NBSE), and Samagra Shiksha State Implementation Society (SIS), as well as SMCs/SMDCs. The state government has created a Project Steering Committee (PSC) to provide oversight, guidance, and authorization for effective and efficient implementation of the NECTAR Project. The PSC is chaired by the Chief Secretary, who is assisted by the Principal Secretary, DSE as Vice-Chairman and Principal Director, DoSE as Member Secretary. A Project Management Unit (PMU) has been constituted to provide regular monitoring and approvals necessary for day-to-day implementation of project activities, with a consulting firm augmenting the capacity of the PMU. A senior officer of the DSE has also been appointed as the Project Director to lead the PMU.

Overall Communication Objectives:

1. **Core Stakeholder Engagement:** Extend the reach of the NECTAR Stakeholder Engagement Plan¹ virtually and present its intent and progress to physically unreachable stakeholders and audiences.
2. **Engaging Extended Stakeholders:** Create positive word of mouth around NECTAR within civil society and other influencer groups, and build a reputation of it being a modern, inclusive, and much needed program for Nagaland.
3. **Awaken and Engage the General Public:** Spread the word of NECTAR, its objectives, elements, and progress, to as many people as possible, cutting across economic strata and tribal boundaries, and create inclusive platforms for communication and feedback.

Detailed/specific objectives will be discussed and defined jointly with the Agency, PMU, and key promoters of the NECTAR project.

3. Scope of Services and Deliverables by the Agency:

1. The selected agency will prepare and implement an effective Communication Strategy and Public Relations programme, including online and offline engagement for DSE in line with the NECTAR programme for local stakeholders and audiences.
2. The duration of operation of the agency would be 5 years with annual evaluation for extension or change of Agency. This will include 6 months of creation of a concrete branding & communication strategy and remaining timeframe for implementation, monitoring & evaluation. Department of School Education (DSE) will depute a media committee to liaison with the selected agency on all communication and branding related matters.

The Scope of Work for the Agency finalised to design and implement Communication to strengthen NECTAR includes, but is not restricted to the following:

i. Research and Analysis for Better Understanding and Engagement with Audiences

Understanding the state of education in Nagaland, along with the sentiments of various directly affected parties, and other interested parties. Foundational research will be provided by the DSE in consultation with World Bank, but the Agency will have to build on this and add their own understanding of the stakeholders and their sentiment.

The Agency will have to establish protocols and set benchmarks for tracking stakeholder sentiment and reviewing/reporting it periodically, throughout its the period of engagement.

This will include:

- Conduct Research among Direct Beneficiaries (Students, Parents, Teachers, VECs) and do an issues and sentiment analysis within 45 days for 1st Report and on quarterly basis.
- Research and Analysis on the sentiment among other affected parties, and influencers within 45 days and on quarterly basis.
- Interview stakeholders and curate voices to be included in the communication plan, on the challenges and ideas around education on monthly basis.

ii. Development of a concrete Branding Strategy and Positioning of NECTAR

At the heart of the NECTAR reforms, are people. Therefore, the communication strategy must include communication and engagement at a human level. Develop brand strategies for each of the following components under the NECTAR program.

- The Agency will be provided with a core Stakeholder Communication Strategy (SCS)¹, and a Stakeholder Engagement Plan (SEP)² developed by DSE in consultation with World Bank, and it will be expected to build on it and add value in terms of strategy extensions and implementation.
- The Agency is expected to develop and maintain communication with key stakeholders as well as influential figures in the traditional and digital media. The Strategy will be dynamic and must include online and in-person communication and engagement, using digital, traditional, and any other methods of communication and engagement relevant to various stakeholders.
- The communication strategy must also include supporting the Social Safeguards and Environment Protection³ measures undertaken with NECTAR.
- The strategy must communicate the progressive, inclusive, and transparent nature of the NECTAR as a community and people's movement that involves all stakeholders, and not another "top-down initiative.
- The Strategy must be based on market research covered in point (i) above, that provides insights on various stakeholder/audience mindsets relevant to the NECTAR communication strategy.
- Identify current and develop future positioning of the the NECTAR project, including its essence, value to society, key messages, and audience perceptions around them.

The agency will be responsible for the following tasks:

- Convert the Communication Agency Brief and background

¹ The Strategy will be shared once the Agency is finalised

² The Strategy will be shared once the Agency is finalised

³ Details will be shared once the Agency is finalised

material/information provided into a compelling strategy within 30 days from the Agency onboarding date, and then evaluate it for relevance and progress every 3, 6, 9, 12 months.

- Write a Vision and Mission Statement within 30 days from the Agency onboarding date.
- Adapt the brand identity so that it covers all the elements of the NECTAR project and communication 15 days after the NECTAR Communication Strategy Plan is finalised.
- Develop NECTAR Brand architecture (tag line, key messages, catch phrases, color scheme, visual images, symbols etc.)

- Define norms for standardised and consistent use of NECTAR branding across the state and schools 7 days after the NECTAR Brand Architecture is finalised.
- Convert the background, objectives, elements, and plans of the NECTAR project into one shareable piece of communication within 30 days from the Agency onboarding date which will be reviewed and updated annually.
- Any changes from the initial document to be discussed and approved by DSE.

iii. Content Strategy and Development: Based on a constantly evolving Communication Strategy, the Agency will develop key messages for various stakeholders, and will adapt them to various platforms chosen and used as and when required. The messaging and content will be developed and published in all forms required as per the communication strategy, and it will include but not be restricted to articles and white papers, social media posts, creative campaigns, press releases, audio-video presentations, and radio programmes in English, Nagamese and Hindi.

A detailed content plan and its implementation based on the stakeholder sentiment analysis and engagement strategy, and relevant aspects of the NECTAR project, for each of the stakeholders.

The agency will be responsible for the following tasks:

- The Agency will develop a NECTAR content strategy that showcases NECTAR and appeals to various audiences Within 30 days of Agency onboarding.
- Adapt the NECTAR project booklet created for positioning mentioned above, into website content, that is shareable as separate points/posts 15 days after the booklet on Communication Strategy is finalised and reviewed monthly for changes, if any.
- Curate news and views relevant to Education (teaching, curriculum, new subjects, best practices, etc.) from India and around the world on monthly basis.
- Convert relevant strategic and tactical content, including interviews with stakeholders into shareable audio-visual content First output within 30 days of Agency onboarding, then ongoing review as per strategic and relevant

programme milestones.

- Develop strategic and tactical content for more engaged/informed stakeholders, to position NECTAR correctly and unambiguously. First output within 30 days of Agency onboarding, and then as per KRAs defined and monthly reviews for quality, publication, and audience responses.
- Showcase the objectives, learnings, and initiatives that ensure NECTAR reforms and developments are inclusive, and that they do not violate any human rights, or pose any threat to the environment. First output within 30 days of the Agency coming on board and monthly reviews of communication and engagement on the subject.
- Prepare the creatives for press kits and launch / event related material.
- Create content for advertisements for insertions in newspapers, periodicals, journals and publications.
- Conceptualize and design creative content for in-house publications and promotional materials
- Provide copywriting and editing services for all promotional materials such as fliers, brochures, advertisements, scripts, etc., to maintain brand consistency
- Develop and print the promotional materials to be presented and circulated at exhibitions / seminars / workshops / meetings at state, district and block levels.
- Provide support to all associated conferences / workshops / seminars organized by DSE including collation of participant feedback post completion of the event.
- Material provided by the agency will include written, visual, audio, and video content. Agency will hand over the requisite artwork files to DSE (in editable format - .PSD or .AI format etc.) post approval of the designs for the purpose to necessary customization (if required) in the future.
- The artworks created as a part of the assignment would become the perpetual property of DSE and may be used in any form for promotion of the NECTAR program.

iv. Website and Technology Development

The Agency is also expected to design, develop, and maintain a website that showcases NECTAR and is available for stakeholders to provide feedback and suggestions on the project. The Agency will also be responsible to develop and maintain digital assets for NECTAR, including Apps, and access-controlled online portals for core stakeholders like students, teachers, and Village Education Committees.

- Develop the website on a popular CMS platform like WordPress, using established best-practices, so that the website can be maintained by any other vendor if required. As per the schedule for website development.
- Setup static website pages, blog posts, galleries, forums, members areas, feedback forms, contact forms, etc as per the schedule for website development.

- Relevant Static Pages with text, and visuals wherever possible within 15 days after the booklet on Communication Strategy is finalised with monthly reviews for changes, if any.
- Provide accurate, real-time information about NECTAR, including key officials and their roles/responsibilities, funding and spending, bidding processes, vendors/partner selection, payments, and progress as per the schedule for website development and weekly updates for DSE review.
- Repurpose and showcase audience and stakeholder views collected. First round of content delivered for the launch of the website, and then as per campaign calendar. Monthly reports of content published, along with audience responses.
- Develop and publish tools that allow site visitors to provide public or private suggestions and feedback on NECTAR as per the schedule for website development and weekly tests for feature availability on the website.
- Setup a grievance redressal feature on the website, that allows people to raise concerns or make complaints as per the schedule for website development and weekly tests for feature availability.
- Access controlled areas on the website to share VIP content for students, teachers, and VECs⁴. Phase 2 of the website, timelines to be determined by the Agency/PMU
- Great care must be taken to ensure fast loading of the site and content for access via 3G mobile phones as per the schedule for website development and every 15 days, with the site traffic report
- Search Engine Optimisation across the site, covering text, visuals, and other forms of content where technically possible as per the schedule for website development and every 15 days, with the site traffic report
- Agency will ensure robust hosting with low website downtimes with weekly reports.
- While the website will have a user-friendly CMS, the Agency will provide support content updates on the website and dependent on need based.
- Develop a mobile app for android and iOS that is usable offline, and content can be updated whenever internet is available. Because mobiles are easier to access and use than desktops, in most areas of Nagaland
- Additional materials to be developed as and when requested by DSE.

v. Social Media Engagement

Social media engagement will include, but not be restricted to writing and publishing posts, promoting content using tools like Facebook Ads⁵, and hosting online events like Instagram Live⁶. The Agency will handle the official social media accounts of DSE for operating and managing the specific objectives of the program, creating social media

⁴ Content to be determined by the Reforms planned under NECTAR, with the objectives outlined in the Communication Strategy

⁵ As per indicated and pre-approved budgets, included in the RFP

⁶ Indicative idea, to be ratified/included based on the Communication Strategy and Plan finalised

content in Facebook, Twitter, YouTube, Instagram, LinkedIn, WhatsApp, SMS etc. including developing digital content for promotional campaigns in close consultation with the Department.

- Devise a Social Media Strategy in line with the NECTAR Communication Strategy within 15 days after the Communication Strategy is finalised, to be reviewed every month, with quarterly, half yearly, and annual reviews.
- Setup or work with existing social media assets of DSE, to socialise with NECTAR audiences within 10 days after the NECTAR visual identity and positioning is approved
- The Agency will manage the various social media assets of DSE / NECTAR as per the approved social media strategy and monthly reviews, based on quantity and quality of content, and 365 days a year platform monitoring

vi. Advertising and Marketing:

- Devise a Media Strategy to further the NECTAR Communication Strategy to promote content and enhance engagement Annual Plan presented 15 days after the Communication Strategy is finalised and reviewed every month, quarterly, half yearly, and annually.
- Identify relevant traditional and digital media and platforms, including newspapers, radio, internet, and social media, as per media objectives, along with recommended spends. Annual Plan to be presented 10 days after the NECTAR Media Strategy is approved with weekly reviews during campaigns, and quarterly reviews for planning.
- Identify online and offline platforms, networks, or offline groups and venues for stakeholder engagement, focusing on parents and students

vii. Media Planning and Buying:

The Agency will provide a Media Strategy and suggest a budget⁷ to promote or advertise various elements of the programme and project from time to time. We understand that Media is a third-party expense, and the inclusion of a specialised Media Buying Agency will be above the limit of three Agencies set for any association or consortium bidding for the project

The agency must create detailed paid media plans and buy space on analogue and digital platforms, to promote NECTAR content and messages among relevant audiences, while getting maximum efficiencies on media spends. This will also include enabling third-party publishing network services offline and online.

viii. Events and Public Relations

- Event management and direct contact with stakeholders will include, but not be restricted to organising events at schools, amid communities, and with civil society, in Nagaland.
- Devise a Public Relations plan that includes engaging with traditional and new media influencers, as well as enlisting the support of established members and organisations in the civil society of Nagaland. Annual Plan presented 30 days after the first round of Research and Analysis is presented by the Agency and

⁷ The Media Budget must be indicated to DSE at the RFP stage

reviewed monthly, quarterly and half yearly and annually.

- Engage with traditional and new media in Nagaland and provide the relevant context and content around the problems with education in Nagaland, and the solutions that NECTAR offers.
- Identify relevant stakeholder groups and civil society members who can promote or prevent the success of NECTAR, along with their views, and a plan to engage with them constructively. Use the NECTAR Stakeholder Engagement Plan (SEP) as a blueprint and starting point for the effort, and support and expand its efforts.
- Find or create opportunities for NECTAR to engage with stakeholders and audiences, beyond the classroom, and on the higher order benefits of good primary education

ix. Monitoring and evaluation of the implemented initiatives:

The agency will be required to establish and provide measurement tools and benchmarks, for evaluation of the programme and its various elements including campaigns. This will include measuring impact of messaging, audience engagement, audience reach, goal conversion, and efficacy of spends.

The monitoring and evaluation tools, criteria, benchmarks, and goals must be identified and agreed upon in the beginning of the project or before specific elements are implemented and are not to be decided with hindsight.

4. Staffing for Agency

Agencies are invited to recommend staffing and resource allocation, along with specific roles listed, qualifications required for each, their scope of work, availability (hours/days), cost, and evaluation, along with justification for the same.

5. Duration of the Assignment: 60 months

6. Reporting: The agency will report to the Project Director, unless specified otherwise. The agency will be required to submit periodic progress reports to this effect. The format and the frequency will be decided in consultation with the PMU.

7. Facilities provided by the Department:

The state shall provide the agency to access documents, datasets, reports and points of contacts needed for the timely delivery of the program activities.