

ACTED

TERMS OF REFERENCE (TOR)

LOCAL EXPERTISE

CONSULTANCY SERVICES FOR TECHNICAL ASSISTANCE AND CAPACITY BUILDING TO ENHANCE CIRCULAR ECONOMY PRACTICES AMONG MSMEs IN CHOUF, HASBAYA, BEKKA AND BAALBECK

Project: “Greening Growth: Empowering SMEs in the Agriculture and Agri-Food sector.”

<p>Background</p>	<p>The project objective is to enhance the contribution in the circular economy transition of MSMEs operating in pre-identified Agriculture and Agri food value chains in Lebanon.</p> <p>To achieve this, Acted aims to target a wide range of MSMEs in four targeted locations, Bekaa, Chouf, Hasbaya and Baalbeck, with each group type requiring different support.</p> <p>The proposed Action will begin with an Inception Phase to:</p> <ol style="list-style-type: none"> 1. Identify circular opportunities within the six value chains identified by GIZ (GIZ report – Annex 1 which includes: Apple, Dairy, Barley & Wheat, Honey, Legumes & Pulses, and chicken, whether broiler or layers. 2. Map existing projects at the national level to explore complementarities, ensure coordination, and prevent duplication. 3. Access To market opportunities. <p>Once the assessments are completed, which include looking at the 6 value chains through a circular economy lens, Acted will lead the selection of 40 MSMEs in the four aforementioned locations. This selection process will occur via a call for applications initiated by Acted, inviting MSMEs to apply.</p> <p>Acted has extensive experience in providing MSME support and has developed a global MSME technical guidance note that is adapted locally to inform its MSME support programming. Acted differentiates between three types of MSMEs that will all receive support as part of this action:</p> <p>Type 1: Subsistence Entrepreneurs - These are primarily micro businesses, often home-based and informal. Entrepreneurs are selected based on vulnerability criteria such as female-headed households, households including people with disabilities, family size, etc. The objective of any support is to improve business owners' access to income (hereinafter referred to as "Micro Enterprises").</p> <p>Type 2: Transformational Entrepreneurs - These may be small or medium-sized and may operate in both formal and informal sectors. They typically employ full-time staff, and selection is based on both vulnerability criteria and their growth potential. The objective of any support is job creation.</p> <p>Type 3: Innovative/High-Tech Entrepreneurs - These may overlap with Type 2 and often employ high-tech and innovative processes. Selection is typically based on the potential for social/environmental impact and growth. The objective of any support for these organizations is to enhance social/environmental benefits and create jobs (hereinafter collectively (Type 2 and 3) referred to as "Small and Medium Enterprises (SMEs)").</p> <p>The selected MSMEs, depending on their type, will undergo several assessments, measuring their resource use and needs, technical gaps, and approach to decent work, environmental protection, and inclusion. A tailored training plan will be developed for each MSME, business plans will be created/refined, and technical support and training be provided. The training will include the implementation of Acted's climate-wise modules for MSME staff and the broader community to increase awareness on circular and climate wise programming.</p> <p>Interventions within the framework of this project will be implemented over the period of 2 calendar years (24 months).</p> <p>An online session will be held for all interested applicants on (TBD). Questions can be submitted to lebanon.tender@acted.org ahead of this online workshop and will be presented to all interested candidates.</p>
<p>Objective of the assignment</p>	<p>The Contracted Organisation will work under the supervision of the Acted Representative, the direct supervision of the Project Manager, the technical supervision of the Regional Technical Coordinator, and in close collaboration with the project team.</p> <p>The Contracted Organisation will provide expert technical assistance and capacity building to MSMEs operating within the identified value chains. The assignment shall contribute directly to the objectives of the project as listed above, and include the following specifics:</p> <ul style="list-style-type: none"> - Conducting a comprehensive assessment of MSMEs' resource management practices and business operations from a circular economy standpoint.

- Developing tailored Resource Management and Business Support Plans for selected Micro Enterprises and SMEs
- Supporting MSMEs in creating and sustaining decent jobs while complying with environmental standards.
- Offering Acted a compilation of suggestions for in-kind and/or technical support for each MSME solely and tailored to assist MSMEs in amplifying their scalability, minimising costs, and integrating renewable energy solutions alongside eco-friendly practices.

The Contracted Organisation is expected to deliver the training and mentoring and conduct the follow up visits in the field in the four targeted locations, Bekaa, Chouf, Hasbaya and Baalbeck.

The Contracted organisation is required to submit applications for all the deliverables listed within **COMPONENT 1 and COMPONENT 2.**

All materials and training curriculums will be developed in **ARABIC and ENGLISH** and training will be provided in **ARABIC.**

Acted has Annexed existing resources that would support in the development of the materials. This should be taken into consideration in costing curriculum development.

The modules listed in TABLE 1 below will be developed and delivered to all participants by Acted.

Table 1.

Topic	Module	Length of training (hours)	Length of training (DAY)
Program induction	Introduction to program (signing MoUs)	5 hours	2 Days
	Accountability/CRM		
Gender	Gender equality	5 hours	8 Days
Climate	Climate wise	5 hours	1 Day

Open Call for Applications and selection of 40 MSMEs:

The project initiates open calls for applications for both Micro Enterprises and SMEs, ensuring inclusivity and transparency in the selection process. It leverages partnerships and networks to reach a wide range of potential beneficiaries.

Selection criteria:

Micro-businesses must meet specific eligibility criteria, operating within identified value chains and circular opportunities. Priority goes to female-headed households, GBV survivors, persons with disabilities, and those facing income shortages. SMEs, both registered and non-registered, should show commitment, innovation, and willingness to adopt circular economy practices. Collaboration with vulnerable communities enhances prioritisation. Social enterprises are favoured for their community impact. Priority also goes to SMEs without funding in the last two years where feasible. Assessments identify challenges and opportunities for targeted support and resource allocation.

COMPONENT 1: Increased income generation opportunities provided to 15 Micro Enterprises through in-kind and/or technical assistance.

Deliverable 1.1: Outreach and Selection of 15 Micro Enterprises.

The Contracted organisation will provide expert input in the design of the call for application and take an active part in the selection committee. A selection committee, comprising representatives from Acted, the Agriculture/Livelihood/Green Economy Technical Coordinator, the 3Zero Coordinator, the Contracted Organisation responsible for conducting technical assessments and training as well as any other relevant parties.

The Contracted Organisation will develop and conduct interviews with all short-listed applicants, interviews tools to be approved and validated by Acted.

Based on the scoring of the application forms and interviews, Acted will finalise the selection of **15 Micro Enterprises**, ensuring equitable distribution across all targeted locations where this is possible.

Deliverable 1.2: Resource & Technical Assessment of the 15 Micro Enterprises

The Contracted Organisation shall carry out the following services:

- A. Micro-Enterprise Resource Assessment to identify challenges related to energy and water consumption, as well as raw material / inputs availability and waste management practices, and any other resource used by the enterprise. This assessment shall cover both the upstream and the downstream aspects of resource use. In the formulation of recommendations, priority shall be given to resources currently having the greatest impact on the enterprise production costs and revenues, and the greatest negative impact on the environment.
- B. Technical Gap Assessment to evaluate the technical capabilities of the selected Micro-Enterprises from a financial management, procurement and business management perspective and will focus on the soft skills the Micro-Enterprises need as well as any digital requirements.

The Contracted Organisation will develop the Assessments materials, to be approved and validated by Acted.

- the Assessments tools will be developed and shared with Acted Project Manager and the technical team for confirmation
- data is to be collected by relevant staff of the Contracted Organization.
- the results of both assessments for each of the **15 Micro Enterprises** are to be shared with Acted Project Manager and the technical team for confirmation
 - no specific template is required the share the reports, however, the outline/structure shall be agreed upon with the Acted project manager, and Acted can provide a template as needed.

Deliverable 1.3: Development of a tailored Resource Management and Business Support Plan for each Micro Enterprise.

The Contracted Organisation should develop tailored Resource Management and Business Plan for each Micro Enterprise ng services:

- A. **Resource Management Plan:** Building upon the findings of the Micro-Enterprise Resource Assessment, the Contracted Organisation is expected to formulate a Resource Management Plan in close collaboration with each of the Micro-Enterprise. This Plan should assess the suitability of innovative cost-saving or higher revenue circular solutions, such as biogas, rainwater harvesting, installation of reverse osmosis water purifiers etc and other energy and cost-saving techniques that could benefit the specific Micro-Enterprise. Key elements will feed into any business plan developed as part of point B.
- B. **Business Support Plan:** The Contracted Organisation will devise a Business Support Plan with the Micro-Enterprises. This plan should pinpoint gaps in financial literacy, including bookkeeping, identify technological shortcomings, and outline strategies for accessing markets. If deemed appropriate for the Micro-Enterprise, the Contracted Organisation should support the Micro-Enterprise with the creation of a simplified business plan tailored to the needs of the Micro-Enterprise covering market access opportunities and methods to increase income generation opportunities encompassing details contained in the Resource Management Plan.

Deliverable 1.4: Provision of in-kind and/or technical support

The Contracted Organisation will provide tailored trainings on managerial literacy, financial literacy, access to markets and use of technology to reduce costs.

Based on the details contained in the Resource Management and Business Support Plans, in-kind and/or technical support will be provided to the selected Micro-Enterprises to increase scalability through reducing costs, increasing income generation through the adoption of circular and resource-efficient technologies and eco-friendly practices (including for example water use efficiency, raw material use reduction, improved waste management etc). While Acted will be providing the in-kind support, the training will be provided by the Contracted Organisation on managerial literacy, financial literacy, how to access markets and use of technology to reduce costs.

For the avoidance of doubt, the support offered to the Micro-Enterprises shall focus on the reduction of production costs, and increased income generation and profitability, reflecting the nature of the Micro-Enterprise.

The Contracted Organization will assess the knowledge improvement of the capacity building sessions attendees through pre and post-tests.

- the tests are to be prepared by the Contracted Organisation and shared with Acted MEAL along with the training curriculum for confirmation
- data is to be collected by relevant staff of the Contracted Organization.
- the compiled results of each attendee are to be shared with Acted MEAL monthly
 - no specific template is required to share the pre and post tests result, however, in case support is needed it can be acquired from Acted MEAL.

COMPONENT 2: 25 MSMEs maintain or create new jobs and comply with decent work standards

Deliverable 2.1: Outreach and Selection of 25 SMEs.

The Contracted Organisation will provide expert inputs in the design of the call for application and take an active part in the selection committee. A selection committee, comprising representatives from Acted, the Agriculture/Livelihood/Green Economy Technical Coordinator, the 3Zero Coordinator, the

Contracted Organization responsible for conducting technical assessments and training as well as any other relevant parties.

The Contracted Organisation will develop and conduct interviews with all short-listed applicants, interviews tools to be approved and validated by Acted.

Based on the scoring of the application forms and interviews, Acted will finalise the selection of the **25 SMEs**, ensuring equitable distribution across all targeted locations where this is possible.

Deliverable 2.2: Resource & Technical Assessment of the 25 SMEs

The Contracted Organization should carry out the following services:

- A. Resource Assessment This assessment will identify challenges related to energy and water consumption, as well as raw material availability and waste management practices and any other resource used by the enterprise. This assessment shall cover both the upstream and the downstream aspects of resource use. In the formulation of recommendations, priority shall be given to resources currently having the greatest impact on the enterprise production costs and revenues, and the greatest negative impact on the environment.
- B. Technical Gap Assessment This assessment will evaluate the technical capabilities of the selected SME within their respective fields of operation, analyzing the SMEs history and product; Evaluating revenue streams, cost structures, and value propositions; Assessing the target customer segments and distribution channels; and Conducting a SWOT analysis to identify internal strengths and weaknesses as well as external opportunities and threats. As part of the Assessment, their financial management capacity and their ability to mitigate risks as well as their ability to invest in green technologies will also be assessed.

The Contracted Organisation will develop the Assessments materials, to be approved and validated by Acted.

- the Assessments tools will be developed and shared with Acted Project Manager and the technical team for confirmation
- data is to be collected by relevant staff of the Contracted Organization.
- the results of both assessments for each of the **25 SMEs** are to be shared with Acted Project Manager and the technical team for confirmation
 - no specific template is required the share the reports, however, the outline/structure shall be agreed upon with the Acted project manager, and Acted can provide a template as needed.

Deliverable 2.3: Development of a tailored Business Development and Decent Work Plan for each SME.

The Contracted Organization should develop tailored Business Development and Decent Work for each SME which will form the foundation of the support given to the SMEs and will consist of the following three elements:

- A. Resource Management Plan: Building on the findings of the SME Resource Assessment, The Contracted Organization will organize “Resource Use Ideation” workshops for the selected SMEs. These workshops will bring together experts and suppliers in areas such as biogas, solar power, rainwater harvesting, and energy efficiency. Each SME will be responsible for developing a Resource Management Plan, overseen by the Contracted Organisation Coaches, and the plan will feed directly into and inform the development of the business plan (Point C below), recognising the importance

	<p>that energy efficiency and mitigating the effects of climate change play in the Action.</p> <p>B. <u>3Zero training: Decent Work, Environmental Protection and Inclusion Plan:</u> Utilising Acted’s 3Zero Assessment result, The Contracted Organization will conduct one-day workshop to present all these indicators to each of the SMEs. The workshop's results will inform the subsequent 5-day training on the three topics of the 3Zero Assessment: decent work, environmental protection, and inclusion. The Contracted Organization will lead the workshop and the development of the 3Zero Training. The SMEs will develop a plan to meet some priority indicators identified during the assessment and workshops, contributing to the sustainability of the action. Based on the training, the SMEs will develop a plan to meet some priority indicators identified during the assessment and workshops which will feed into the business plan for each SME (Point C).</p> <p>C. <u>Business Development Plan:</u> The Contracted Organisation will develop a made-to-measure coaching and capacity strengthening training for each of the 25 SMEs, based on the results of the Technical Assessment and will roll this out in the targeted locations for each SME. After the coaching and the training, the selected SMEs will be given key areas to focus on by the Contracted Organisation which will feed into the business plan that will be developed for/with each SME.</p> <p>D.</p> <p><u>Deliverable 2.4: Pitching Sessions by the 25 SMEs for in-kind, and/or technical support.</u></p> <p>In collaboration with Acted 3Zero House Coordinator and the Agriculture/Livelihood/Green Economy Technical Coordinator, the Contracted Organization will support each SME in developing ideas for in-kind/or technical support based on what is set out in the Business Development and Decent Work Plans.</p> <p>Each SME will be invited to pitch their ideas. Representatives from the Contracted Organization, other than those participated in the development of the pitches, will take an active part in the selection Committee.</p> <p>In relation to the support, Acted will manage the in-kind support and the Contracted Organization will be providing the technical support regarding decent work, environmental protection, inclusion (3Zero and any additional support on business development and marketing training, financial management and training on how to access markets.</p> <p>The Contracted Organization will assess the knowledge improvement of the capacity building sessions attendees through pre and post-tests.</p> <ul style="list-style-type: none"> ● the tests are to be prepared by the trainer and shared with Acted MEAL along with the training curriculum for confirmation ● data is to be collected by relevant staff of the Contracted Organization. ● the compiled results of each attendee are to be shared with Acted MEAL monthly <ul style="list-style-type: none"> ○ no specific template is required to share the pre and post-tests result, however, in case support is needed it can be acquired from Acted MEAL.
<p>Scope of the work</p>	<p>The Contracted Organization will develop capacity-building tools that leverage Acted's existing modules where relevant, provided in both English and Arabic, taking into account the background of the target audience.</p>

The following outputs will be submitted to Acted. Approval must be provided by Acted before moving to the next output, as outlined in **table 2**.

Table 2. Scope of work

COMPONENT 1:	Increased income generation opportunities provided to 15 Micro Enterprises through in-kind and/or technical assistance.	
Deliverables	Output	Main Activities
Deliverable 1.1: Outreach and Selection of 15 Micro Enterprises in line with project objectives and approach. (Estimated Completion time 1 month after contract signature including Acted revision and validation)		<ul style="list-style-type: none"> Participate in the design of the call for application by providing inputs to the technical documentation and the call for application form. Take an active part in the selection committee. Develop and conduct interviews with all short-listed applicants, interviews tools to be approved and validated by Acted.
Deliverable 1.2: Resource & Technical Assessment and report of each of the 15 Micro Enterprises. (Estimated Completion time 4 months after contract signature including Acted revision and validation)		<p>Develop the Assessments materials, to be approved and validated by Acted.</p> <ul style="list-style-type: none"> the Assessments tools will be developed and shared with Acted Project Manager and the technical team for confirmation data is to be collected by relevant staff of the Contracted Organization. the results of both assessments for each of the 15 Micro Enterprises are to be shared with Acted Project Manager and the technical team for confirmation <p>no specific template is required to share the reports, however, the outline/structure shall be agreed upon with the Acted project manager, and Acted can provide a template as needed.</p>
Deliverable 1.3: Development of a tailored Resource Management and Business Support Plan for each Micro Enterprise, in line with project objectives. (Estimated Completion time 9 months after contract signature including Acted revision and validation)		<ul style="list-style-type: none"> Formulate a Resource Management Plan in close collaboration with each Micro-Enterprise. (15 Resource Management Plan) Support the Micro-Enterprise with the creation of a simplified business plan tailored to the needs of the Micro-Enterprise covering market access opportunities and methods to increase income generation opportunities encompassing details contained in the Resource Management Plan. (15 Business Plan)
Deliverable 1.4: Provision of in-kind and/or technical support to achieve (Estimated Completion time 14 months after contract signature including Acted revision and validation)		<p>Provide training on managerial literacy, financial literacy, how to access markets and use of technology to reduce costs. The focus in the type of support should be on increased income generation and profitability, reflecting the nature of the Micro-Enterprise.</p> <p>The Contracted Organization will assess the knowledge improvement of the capacity building sessions attendees through pre and post-tests.</p>

<u>revision and validation</u>	project objectives.	<ul style="list-style-type: none"> the tests are to be prepared by the Contracted Organisation and shared with Acted MEAL along with the training curriculum for confirmation data is to be collected by relevant staff of the Contracted Organization. the compiled results of each attendee are to be shared with Acted MEAL monthly <ul style="list-style-type: none"> no specific template is required to share the pre and post tests result, however, in case support is needed it can be acquired from Acted MEAL.
COMPONENT 25 MSMEs maintain or create new jobs and comply with decent work standards		
Deliverables	Output	Main Activities
<u>Deliverable 2.1:</u> <u>(Estimated Completion time 1 month after contract signature including Acted revision and validation)</u>	Outreach and Selection of 25 SMEs in line with project objectives and approach.	<ul style="list-style-type: none"> Participate in the design of the call for application by providing inputs to the technical documentation and the call for application form. Take an active part in the selection committee Develop and conduct interviews with all short-listed applicants, interviews tools to be approved and validated by Acted.
<u>Deliverable 2.2:</u> <u>(Estimated Completion time 4 months after contract signature including Acted revision and validation)</u>	Resource & Technical Assessment report for each of the 25 SMEs.	The Contracted Organisation will develop the Assessments materials, to be approved and validated by Acted. <ul style="list-style-type: none"> the Assessments tools will be developed and shared with Acted Project Manager and the technical team for confirmation data is to be collected by relevant staff of the Contracted Organization. the results of both assessments for each of the 25 SMEs are to be shared with Acted Project Manager and the technical team for confirmation <ul style="list-style-type: none"> no specific template is required to share the reports, however, the outline/structure shall be agreed upon with the Acted project manager, and Acted can provide a template as needed.
<u>Deliverable 2.3:</u> <u>(Estimated Completion time 9 months after contract signature including Acted revision and validation)</u>	Development of a tailored Business Development and Decent Work Plan for each SME in line with project objectives.	<ul style="list-style-type: none"> Organize “Resource Use Ideation” workshops for the selected SMEs based on the findings of the SME Resource Assessment. These workshops will bring together experts and suppliers in areas such as biogas, solar power, rainwater harvesting, and energy efficiency. Minimum 3 days and up to 5 days workshops. Supervise and assist each SME in crafting its Resource Management Plan, ensuring that this plan contributes to the overall development of the business plan. 3Zero training: Decent Work, Environmental Protection and Inclusion Plan: Utilising Acted’s 3Zero Assessment result, the Contracted Organisation will conduct one-day workshop will be organized to present all these indicators to each of the SMEs. The workshop's results will inform the subsequent 5-day training on the three topics of the 3Zero Assessment: decent work, environmental protection, and inclusion. The Contracted Organisation will lead the workshop and the development of the 3Zero Training. The SMEs will develop a

			<p>plan to meet some priority indicators identified during the assessment and workshops, contributing to the sustainability of the action. Based on the training, the SMEs will develop a plan to meet some priority indicators identified during the assessment and workshops which will feed into the business plan for each SME.</p> <ul style="list-style-type: none"> • Develop a made-to-measure coaching and capacity strengthening training for each of the 25 SMEs, based on the results of the Technical Assessment. • Roll out coaching and capacity strengthening training in the targeted locations for each SME • Develop Business Plan for/with each SME. (after the coaching and the training sessions)
	<p>Deliverable 2.4: (Estimated Completion time 14 months after contract signature including Acted revision and validation)</p>	<p>Provision of in-kind and/or technical support to achieve project objectives</p>	<ul style="list-style-type: none"> • Support Each SME in developing ideas for in-kind/or technical support based on what is set out in the Business Development and Decent Work Plans. (in close collaboration with Acted technical team) • Assign representatives to be part of the selection committee (other than those participated in the development of the pitches) • Organize Pitching Sessions. • Provide training sessions as per the approved in-kind/or technical support plan. (business development and marketing training, financial management and training on how to access markets) <p>The Contracted Organization will assess the knowledge improvement of the training attendees through pre and post-tests.</p> <ul style="list-style-type: none"> • the tests are to be prepared by the Contracted Organisation and shared with Acted MEAL along with the training curriculum for confirmation • data is to be collected by relevant staff of the Contracted Organization. • the compiled results of each attendee are to be shared with Acted MEAL monthly <ul style="list-style-type: none"> ○ no specific template is required to share the pre and post-tests result, however, in case support is needed it can be acquired from Acted MEAL.
<p>Furthermore, the Contracted Organisation must:</p> <ol style="list-style-type: none"> 1. Ensure that training components and activities are implemented as outlined in the project proposal, directly contributing objectives, and in accordance with Acted policies and regulations. 2. Conduct on site Resource assessments to all MSMEs. 3. Ensure all activities and deliverables are developed, published, and handed in on time to Acted Project Manager 4. Conduct on-going monitoring and evaluation on training topics to ensure that the focus, strategies and activities remain relevant for the beneficiaries and to propose adjustments when needed throughout the training cycle. At the completion of each training term, the Contracted Organisation may also choose to amend the Module as to better tailor it to 			

	<p>trainee needs, challenges and opportunities, Acted approval is required for any amendment suggestions.</p> <ol style="list-style-type: none"> 5. Accurately draft and provide training and coaching reports. 6. Maintain ongoing communication with project team regarding project progress and challenges
Key deliverable	<p>The Contracted Organization is expected to ensure the following:</p> <ul style="list-style-type: none"> ● Comprehensive resource and technical assessment reports for each of the selected MSMEs. ● Tailored Resource Management and Business Support Plans for each Micro Enterprise and SME. ● Training materials, session reports, and evaluation summaries from capacity building sessions. ● Offering Acted a set of suggestions for in-kind and/or technical support for each MSME solely and tailored to assist MSMEs in amplifying their scalability, minimising costs, and integrating renewable energy solutions alongside eco-friendly practices.
Timeframe	<p>The key deliverables must be finalized within a maximum period of 14 months, including the submission of final reports. The contracted organization must complete the workplan Form, ensuring that both components one and two are executed simultaneously.</p>
Location	<p>Training location: The training locations are preferably to be within the area of intervention</p>
Support provided by the Project team (Acted) to the Contracted Agency	<p>The Acted team will provide full support to the trainer, particularly in identification the venues for the workshops and the training. Venue rental and all logistical needs will be the responsibility of the Contracted Organisation.</p>
Submission of offer/Requirements	<p>The contracted organization is requested to:</p> <ul style="list-style-type: none"> - Submit a detailed proposal, concept idea/s strategy; No specific template is required. - Outline the service provider’s relevant experience to deliver the assignment; - Full CVs of all personnel - Provide a detailed work plan for the work to be done <p>The Contracted Organisation required to sign a Declaration of Impartiality and Confidentiality. Infringement of this Declaration, as well as false statements in the Declaration, invalidate the contract between the Contracted Organisation and Acted.</p>
Language	<p>All reports are to be written in English</p>

Reports validation modalities	<p>The Contracted organisation will submit a draft Final Report to Acted by end of contract detailing the delivered outputs and monitoring results. All project reports and documentation will be in English.</p> <p>Upon selection, the Contracted organisation will coordinate and collaborate with the Acted project team to identify existing data and materials.</p> <p>The Contractor will work closely with the Acted team, including regular meetings and communication, and shall discuss any problems that may arise and/or any necessary changes to the work plan and schedule. All outputs will be submitted to the Acted project team for review and will be proceed upon with their approval. Submissions must be provided electronically, and approvals will be transmitted by email.</p>
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