

## ANNEX 4

### DETAILED TERMS OF REFERENCE

#### **1. Background Information and Rationale, Project Description**

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NEET concept is used for young population Not in Education, Employment, or Training; a category used to draw attention to situations where the young population is excluded from employment, education, or any other means of training. On the other hand, information on the details and needs of the category is limited and there is scarcely any comprehensive research. Youth unemployment in the world and Turkey has gradually increased, many young people have lost their jobs or training opportunities due to Covid-19 Pandemic. The literature surveys show that there are two main risk factors, when it comes to NEETs: disadvantage and dissatisfaction. Educational disadvantage and dissatisfaction, when associated with social factors such as family, school and personal characteristics, affects youth attitude towards education negatively. Both educational disadvantage and dissatisfaction relate to domestic disadvantage and poverty such as having unemployed parent(s), living in a region with high unemployment, needing special education or having a chronic illness or a disability. Education is seen as one of the main factors influencing the probability of being a NEET; young people with lower education levels are twice as likely to be NEET than those with secondary education and three times more than those with higher education. However, TurkStat data of recent years point out different trends in Turkey. According to 2020 TurkStat statistics 41,7% of higher education graduates are NEET. Rates are 30,2% at high school graduates and %24,6 at less than high school graduates.

Covid-19 crisis in Turkey and the world further deepened the risks in the area of disposable income, employment, mental health, education for young people, and especially vulnerable young people. The disruptions in their access to education and employment opportunities as a result of the economic downturn put young people on a much more volatile trajectory in finding and maintaining quality jobs and income. The economic impacts of the pandemic increase the current vulnerability of young people in the labour markets, as young people who are more likely to work in non-standard employment, such as temporary or part-time work, have a higher risk of loss of jobs and income. In sectors most affected by the crisis (e.g. food, tourism) low-wage and temporary employment is often held by young people. Moreover, some Covid-19 responses such as short time working allowances and unpaid leaves were mostly used for young people in 2020 and first half of the 2021, which caused low levels of income. In addition to the economic difficulties, the lack of physical learning opportunities for young people increases the risk of dropping out of education and training.

Being a result of long-standing structural problems in Turkey, youth unemployment, has been deepened in the long run. However, not only youth unemployment is increasing; also the group that gives up looking for a job by losing hope of working is growing (discouraged workers). One of the factors of low youth employment and education is assessed to be limited access to vocational training in Turkey. According to TurkStat data the unemployment rate of the young population between the ages of 15-24 is 20.1% by October 2021 and the rate of young people who are neither in education nor in employment is 26% by the 3<sup>rd</sup> Quarter 2021 and the figure reach to 34.1% for young NEET women in Turkey. According to the Turkey Economic Monitor Report prepared by the World Bank a total of 363 thousand young people left the labour force in the 12 months leading to November 2020, adding to significant youth employment losses since 2018. The share of NEET young people has increased by nearly 2 million people relative to a year ago, with the rate being considerably higher among females than males (34 percent versus 20 percent). At all education levels, around 60 percent of NEET are female, and the bulk of NEET youth have less than a high school education. Within the report of OECD, "Education at a Glance 2020", the share of NEET (for the age group of 15-29) is indicated as 28.8%, making Turkey ranking second among OECD countries. It is estimated that young women are more likely to be NEET than men. TurkStat indicates the gender gap in Turkey is 14.4 percentage points for NEET, which is among the worst performer OECD member countries. Family responsibilities in Turkey, the burden of care (children, elderly, etc.), social roles, inequalities and discrimination against women, social structure, marriage at an early age, women's education being less than men are the major factors leading to women's unemployment. Furthermore while %56 of the NEET men manages to exit this status in the long run but this likelihood is only 23.5 per cent for women. There are several factors contributing to stickiness of the status for women, in addition to those applicable for both NEET women and men: early marriages and pregnancies, establishment of the role of homemaker, difficulties for adjudicating between requirements of family and work. Stickiness of the status also hints at the shortness of the period of time that can

be put into use for pulling women out of the NEET category, therefore high marginal value of time and necessity of urgent and timely action.

The project at hand aims to provide grounds to make the problems and needs of NEET women reachable, put them to forefront on the local/national agenda, and establish governance mechanisms and digital portal to address these problems and needs. Strategic approach of the project fosters “invisible” and “reachable” NEET Women to get involved to employment, training, and education with respect to their needs; eliminate the barriers to do so and design tools and policies. In line with this goal, three main outputs are expected to be achieved:

- 1) The problems and needs of the NEET women raised in national fora to activate the relevant stakeholders and institutions.
- 2) Raising awareness and empowerment of Invisible and Reachable NEET women ensured.
- 3) Reachable NEET women’s skills and employment opportunities improved.

The target group of the project is NEET Women aged between 18-29.

The project is being financed by Sabancı Foundation and implemented by UNDP in cooperation with Ministry of Family and Social Services, Ministry of Labour and Social Security and Sabancı Foundation.

*In the view of the above, to facilitate invisible and reachable NEET Women’s access to and effective use of the opportunities for training, learning and employment and in response to the multi-layered nature of the phenomenon of women NEET and to conduct a cellular approach effectively customized to the diversity of the cases, a robust **mentorship** programme will be launched under the 2<sup>nd</sup> and 3<sup>rd</sup> components of the Project. Specific expectation from the contractor will be articulated in the expected outputs and deliverables section.*

## 2. Specific Objectives

The objective of this assignment is to prepare and implement a comprehensive mentorship program including trainings for mentors and mentees, online workshops and face to face strengthening activities for mentees in the selected pilot provinces Adana, Diyarbakır and İzmir, and supervision meetings for mentors and online mentorship program included in the digital portal of the project and open to applications of the NEET women (aged 18-29) from all around Turkey.

## 3. Scope of the Assignment

Within the scope of the project, two categories of NEET women are identified/targeted namely **invisible NEET women** who are harder to reach and transform and **reachable NEET women** with more accessible profiles and with a potential to transition to work, education and training. A two-tiered approach is going to be employed for these two categories of NEET women: “activating the invisible NEET women through empowerment programmes” and “supporting women with more accessible NEET profiles to facilitate their transition to the labour market”.

*Table 1: Differences between Invisible NEET women and Reachable NEET Women with accessible profiles<sup>1</sup>*

<i>“Invisible” NEET Women’s Profiles</i>	<i>“Reachable” NEET Women’s Profiles</i>
<i>Stopped looking for a job, out of the workforce</i>	<i>Job seeker (unemployed)</i>
<i>Maintenance etc. unable to continue or interrupted their education due to burdens</i>	<i>Those who have taken the exam who have not been able to gain their desired place (school / job) or who need to prepare for the exam again due to insufficient education</i>
<i>Because of problems such as violence, early marriage, who are not aware of their rights and have no future expectation</i>	<i>Under pressure but want to escape from this pressure and participate in employment or education</i>

<sup>1</sup> The transitivity between “invisible” and “reachable” NEET Women Profiles will be considered during implementation of the activities.

A field level baseline study covering the situation and expectations of the NEET Women has been conducted in the selected pilot provinces (focusing on Adana, Diyarbakır and İzmir and including Ankara, Bursa, Erzurum, İstanbul, Konya, Mardin, Trabzon, Van). Based on the study and views of the project technical team, a comprehensive mentorship program will be launched to reach 300 invisible and reachable NEET Women for their self-improvement/personal development and 450 reachable NEET Women to support their skill formation, access to employment opportunities and stronger participation to employment.

#### **4. Approach and Methodology**

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Two groups of NEET Women shall be reached by the mentorship program at the end of the project (22.10.2024):

- Invisible and reachable NEET Women will be mentored for their self-improvement and personal development,
- Reachable NEET Women for their skill formation and accessing the employment opportunities and stronger participation to employment.

The assignment will cover **the mentorship activities** to reach **500 (five hundred) NEET Women** in total (including both invisible and reachable NEET women). The number of reached NEET Women throughout the contract shall be verified by participation lists. The contractor is also expected to support the digital portal in particular providing contents for online trainings that strengthen the mentorship program.

The assignment shall be completed by completing the following phases.

##### **Phase 1: Roadmap/Activity Plan Report Preparation**

The Contractor shall prepare a roadmap/activity plan for both online and one-on-one mentorship for NEET Women. Online mentorship will be open to all provinces of Turkey through the digital portal of the project while one-on-one mentorship will be open for Adana, Diyarbakır and İzmir. The Report shall include the objective, methodology and tools for selection criteria, outreach policy<sup>2</sup> and application form design. The measures and condition for sustainability of the programme and mentor selection shall be clearly defined. The Report shall indicate a time-plan and mentorship topics based on the stakeholders' meetings conducted and findings of the baseline and need assessment report. After completing the report, the Contractor shall present the report to the project technical team and finalize the report regarding the views and comments of the team.

##### **Phase 2: Implementation of the Final Mentorship Program**

The Contractor shall prepare and complete both “**One-on-One Mentorship Program**” and “**Online Mentorship Program**” based on their presented roadmap that approved by UNDP in Phase 1. Language of the mentorship program shall be **Turkish** and language of the reports that submitted to UNDP shall be **Turkish and/or English**. The contractor shall select NEET Women (including invisible and reachable) as mentee regarding the prepared selection criteria presented in the Phase 1 for both one-on-one and online mentorship.

Team Leader shall be responsible from the implementation of the program, schedules of trainers and mentors.

##### **One-on-one mentorship program:**

The Contractor shall present the one-on-one mentorship program in the Phase 1 and be ready to implement the agreed program to reach mentees in Phase 2. The one-on-one mentorship program will be conducted in Adana, Diyarbakır and İzmir. The Contractor can reach the mentees individually (preferred mostly for invisible groups) or organize mentorship events like trainings, webinars, workshops, match-making events and career fairs (for reachable groups). All costs of these events shall be borne by the Contractor and no additional payment shall be paid to the Contractor. Based on the needs of mentees, mentors will be mobilised. The Contractor shall reach at least **50 NEET Women** by organizing at least one session in **each pilot province** namely Adana, Diyarbakır, and İzmir.

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<sup>2</sup> Field Administrators of the project will be the facilitator for the pilot provinces (Adana, Diyarbakır and İzmir).

#### Online mentorship program:

The Contractor shall present the online mentorship program in the Phase 1 and be ready to implement the agreed program to reach mentees in Phase 2. The Contractor is responsible for the content development of the online mentorship modules and to find relevant experts/role models to integrate them to the portal as mentor. The contractor shall reach minimum 350 NEET Women taking application through the portal infrastructure and provide mentorship via live sessions regarding their needs. Infrastructure for online mentorship program is ready in the web portal of the project, the Contractor shall work together with the web-portal service provider to integrate their online mentorship plan to the portal (link of the portal: [www.geleceginikurangenckadinlar.org](http://www.geleceginikurangenckadinlar.org)).

For both mentorship methods, the Contractor shall prepare an introduction session for NEET Women. The contractor is responsible for selection and training of the mentors together with the management of the mentorship program.

#### Phase 3: Final Report Preparation

The Contractor shall prepare a **Final Evaluation Report** includes the briefing and results of the program. The report shall include the number of mentees based on their age and locations. The report will include the list of mentees - mentors and the mentorship topics. Visuals, event plans and if available, the Contractor can list the success stories. Moreover, the time and activities each mentee is attended.

### **5. Deliverables and Schedules/Expected Outputs**

The Contractor shall schedule submission of deliverables/outputs to meet target deadlines, considering that UNDP will also invest time for review as detailed in below table.

UNDP may reject deliverables if Contractor fails to revise the outputs in line with the comments of UNDP in consultation with the implementing partners. Any rejection shall not delay the target delivery.

The list of tasks, activities, deliverables and their due dates are as follows:

<b>Deliverables</b>	<b>Activity</b>	<b>Deadline</b>
<b>#1 Roadmap/Activity Plan Report</b>	The plan should include the objective, methodology and tools for selection criteria, outreach policy and application form design. Report shall indicate a time-plan and mentorship topics based on the findings of the baseline and need assessment report. After completing the report, the Contractor shall present the report to the Project Technical Team and finalize the report regarding the views and comments of the team.	<b>15 calendar days after contract signature</b>
<b>#2 Final Mentorship Program Implementation</b>	Mentorship program should be implemented according to the approved Roadmap/Activity Plan Report. At the end of the implementation of the Mentorship Program, 500 NEET Women (including both invisible and reachable NEET Women) shall be reached by one-on-one and online mentorship program. A list of mentors and mentees shall be submitted to the UNDP. At least one introduction session and training session shall be delivered to mentor and mentees.	<b>270 calendar days after contracts signature</b>
<b>#3 Final Evaluation Report</b>	At the end of the Mentorship Program implementation, a Final Report includes the briefing and results of the program, evaluation and impact assessment of the mentor program, the list of mentees - mentors and the mentorship topic and success stories (if available) should be submitted.	<b>300 calendar days after contract signature</b>

#### **Reporting:**

Reporting language shall be **English and Turkish**. The reports shall be submitted to UNDP Local Economic Development Projects Manager for approval. All the reports are subject to final approval from ISG Portfolio Manager to realize the payments to the Contractor.

The Contractor shall be solely liable for the accuracy and reliability of the data provided, links to sources of information used.

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## 6. Key Performance Indicators and Service Level

Key services required and performance indicators are elaborated in the table below:

Deliverables	Minimum standards and requirements for each deliverable
Deliverable 1: Roadmap / Activity Plan Report	<ul style="list-style-type: none"> <li>• Submission of the Roadmap / Activity Plan for the program and finalization of the plan according to the views of the project team by the Contractor.</li> <li>• The Report shall include: <ul style="list-style-type: none"> <li>- The objective, methodology and tools for selection criteria, outreach policy and application form design.</li> <li>- The measures and condition for sustainability of the program and mentor/mentee selection</li> <li>- A time-plan and mentorship topics</li> <li>- The report shall be presented and finalized by the comments of the project partners and approved by UNDP.</li> </ul> </li> </ul>
Deliverable 2: Final Mentorship Program Implementation	<ul style="list-style-type: none"> <li>• Implementation of the program according to the accepted plan and reaching the target group in numbers.</li> <li>• The mentorship program shall reach at least 500 NEET Women selected by the Contractor through approved selection criteria presented. Targeted each NEET Women expected to attend at least one mentorship activity not less than one hour.</li> <li>• At least 150<sup>3</sup> NEET Women shall be reached by one-on-one mentorship program.</li> <li>• At least 350 NEET Women shall be reached by online mentorship program.</li> <li>• At least one introduction session and training session shall be delivered to mentor and mentees.</li> </ul>
Deliverable 3: Final Evaluation Report	<ul style="list-style-type: none"> <li>• The report shall include: <ul style="list-style-type: none"> <li>- Video recording of the sessions.</li> <li>- List of mentors and mentees.</li> <li>- Realized mentorship topics.</li> <li>- If available event plans and visuals.</li> <li>- Satisfaction survey results with each participant (at least 50% satisfactory rate shall be provided).</li> <li>- Success stories (if available).</li> </ul> </li> </ul>

## 7. Governance and Accountability

The Contractor shall be responsible directly to Local Economic Development (LED) Projects Manager in charge of the Project for all the deliverables.

<sup>3</sup> At least 50 NEET Women shall be reached from each pilot provinces (Adana, Diyarbakır and İzmir) by at least one mentorship session.

The Contractor shall inform UNDP Local Economic Development (LED) Projects Manager in charge of the Project for all the deliverables bi-weekly via e-mail and without a fixed reporting template regarding the progress they have made.

UNDP will facilitate meetings with the Sabancı Foundation, Ministry of Family and Social Services and Ministry of Labour and Social Protection during the design/implementation of the program, when needed.

All documents and data provided to the Contractor cannot be used for any other purposes or shared with a third party without any written approval from UNDP.

The approving authority of each deliverable is UNDP. Its implementing partner will have inputs with regards to the services prepared by the Contractor. The Contractor is obliged to finalize activities by taking into account UNDP's and implementing partners feedback on deliverables. The Contractor shall provide regular information to the UNDP on a bi-weekly basis via e-mails. The Contractor is obliged to respond for any immediate demand for information by the UNDP within 24 hours.

## **8. Facilities to be provided by UNDP and Duty Station**

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UNDP will provide all relevant background documents. UNDP is not obliged to provide any physical facility for the work of the Contractor. However, depending on the availability of physical facilities (e.g. working space, computer, printer, telephone lines, internet connection etc.) and at the discretion of UNDP and relevant stakeholders such facilities may be provided at the disposal of the Contractor. UNDP and/or the relevant project partners will facilitate meetings between the Contractor and other stakeholders, when needed.

The Contractor shall work closely with UNDP Turkey Co's project team, project management unit and national partners and report to the Local Economic Development Projects Manager.

After submission of the deliverables, UNDP may have some comments and revision requests on the deliverables. Contractor shall address the comments of UNDP and shall revise the deliverables as per the comments.

Place of work (duty station) for the assignment is home based, Adana, Diyarbakır and İzmir. All travel, accommodation and living costs in duty station will be covered by the Contractor. Throughout the assignment 1 face to face meeting is planned to be conducted in Ankara with the Contractor. The Contractor is responsible to bare related costs of travel and accommodation of the Contractor's staff in Adana, Diyarbakır and İzmir while implementing the program.

### **Covid 19 Specific Measures:**

The Contractor shall review all local regulations, as well as that of UN and UNDP concerning the measures, they must take during performance of the contract in the context of COVID-19, before they submit their proposals and factor relevant costs, if any, to their proposals. The Contractor shall take all measures against COVID-19 imposed by local regulations as well as by UN and UNDP during performance of the contract to protect health and social rights of its own personnel, as well as UNDP personnel, Project Stakeholders and third parties. Pursuant to "Clause 12- Indemnification" of UNDP General Terms and Conditions for Contracts, the Contractor shall indemnify, defend, and hold and save harmless, UNDP, and its officials, agents and employees, from and against all suits, proceedings, claims, demands, losses and liability of any kind or nature brought by any third party against UNDP, including, but not limited to, all litigation costs and expenses, attorney's fees, settlement payments and damages, based on, arising from, or relating to COVID-19 measures that must be taken by the Contractor in the context of the contract. UNDP shall not be held accountable for any Covid-19 related health risks or events that are caused by negligence of the Contractor and/or any other third party.

## **9. Expected Duration of the Assignment**

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The assignment is expected to start in **October 2022** (starting date is indicative and may be updated considering actual contract signature date) and be completed by **27 October 2023**.

## 10. Qualifications and Requirements of the Key Personnel

The Contractor shall provide adequate staff in terms of expertise and time, in order to complete the tasks required and to achieve the overall and specific objectives of the Contract in terms of time, cost and quality.

It is contractor's responsibility to establish an Assignment Team. Contractor is responsible for entire project personal's social security related issues. The Contractor shall secure successful completion of the assignment. The following table demonstrates the required qualifications of the key and non-key personnel of the Contractor to be recruited for this assignment. The required qualifications and/or experience are presented below:

#	Personnel	Number of Personnel	Duties and Responsibilities
1	Team Leader (Key Expert)	1	Team Leader will supervise entire project activities and project teams in line with the project terms of reference. Team Leader will be responsible for delivery of all activity in highest quality and timely manner.
2	Trainers/supervisors (Non-Key Experts)	2	Trainers/supervisors will be responsible from mentor and mentee trainings and online workshops.

The Assignment Team will be composed of complementary expertise and competencies and will jointly be responsible for ensuring the quality of the deliverables/outputs of this Terms of Reference. The CVs of the Experts (Team leader and Trainers/supervisors) shall be submitted with the Technical Proposal.

UNDP reserves the right to request replacement of the key and non-key experts in case of poor performance or lack of sufficient expertise and/or lack of some minimum requirements stated in below without additional cost.

### Key Expert 1: Team Leader:

The tasks and duties of the Team Leader will be to;

- Support the other team members for determination of the appropriate implementation of the activities described in the Terms of Reference
- Act as the focal point of the Assignment Team vis a vis the UNDP
- In coordination with the focal points, coordinate the smooth implementation of the activities and facilitate the work of the members of the Assignment Team
- In liaison with UNDP respond to the potential deviations from the original work plan and (if necessary) update the work plan of the assignment
- Review the outputs to be developed within the scope of the assignment and assure quality, coherence, complementarity of the deliverables and responsiveness to the Terms of Reference
- Moderate and/or take a leadership role in major events involving stakeholders as well as consultation sessions to be conducted with the participation of the UNDP, MoFSS, MoLSS and Sabancı Foundation
- To provide technical inputs regarding the design, implementation and reporting

The minimum requirements and assets for Team Leader shall be as follows:

Team Leader	Minimum Requirements	Assets
<b>General Qualifications</b>	<ul style="list-style-type: none"><li>– B.S. in economics, business administration, administrative, sociology, statistics, econometrics social sciences and/or relevant fields.</li><li>– Proficiency in Turkish and English</li></ul>	<ul style="list-style-type: none"><li>– Master's Degree or PhD. in economics, business administration, administrative, sociology, statistics, econometrics, gender, social sciences and/or relevant fields is an <u>asset</u>.</li></ul>
<b>General Professional Experience</b>	<ul style="list-style-type: none"><li>– At least 10 years of general professional experience is required.</li></ul>	<ul style="list-style-type: none"><li>– Working in the area of women empowerment, women employment, gender equality and inclusiveness is an <u>asset</u>.</li><li>– Working experience in/with international organizations such as UN agencies, World Bank, European Union etc. is an <u>asset</u>.</li></ul>

<b>Specific Professional Experience</b>	<ul style="list-style-type: none"> <li>– At least 7 years of professional experience in the area of development and social policies.</li> <li>– At least 3 years of experience in development on designing and organizing workshops / trainings / mentorship programs.</li> <li>– At least 1 specific experience on program/project management and coordination.</li> </ul>	<ul style="list-style-type: none"> <li>– Working experience on mentorship programs for women is <u>an asset</u>.</li> <li>– Experience in preparing assessment reports and conducting impact assessment for projects is <u>an asset</u>.</li> </ul>
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### Non-Key Experts: Trainer/Supervisors

The *tasks and duties* of the Trainers/Supervisors will be to;

- To provide technical inputs to the design of the program
- Determine, in collaboration and agreement with the other relevant members of the Assignment Team, the appropriate methodology
- Design/conduct, coordinate required visit for the program implementation
- Provide supervision
- Design, coordinate and implement mentor-mentee relations through the digital portal and events
- Support the other team members for determination of the appropriate techniques for the activities described in the Terms of Reference
- Provide guidance and technical inputs for the relevant deliverables/outputs and draft the relevant entire and/or some related sections of the deliverables of the assignment primary responsibility of which are designated
- Provide evaluation and the impact assessment of the mentorship program
- Participate in major events involving stakeholders (meeting and workshops) as well as consultation sessions to be conducted with the participation of the UNDP, MoFSS, MoLSS and Sabancı Foundation' representatives.

The minimum requirements and assets for Trainers/Supervisors shall be as follows:

<b>Mentors/Trainers</b>	<b>Minimum Requirements</b>	<b>Assets</b>
<b>General Qualifications</b>	<ul style="list-style-type: none"> <li>– University degree in Economics, Business Administration, Econometrics, Statistics, Engineering, Sociology and/or related fields,</li> <li>– Proficiency in Turkish and English</li> </ul>	<ul style="list-style-type: none"> <li>– Master's Degree or PhD. in economics, business administration, administrative, sociology, statistics, econometrics, gender, engineering, social sciences and/or relevant fields is an <u>asset</u>.</li> </ul>
<b>General Professional Experience</b>	<ul style="list-style-type: none"> <li>– At least 7 years of general professional experience is required.</li> </ul>	
<b>Specific Professional Experience</b>	<ul style="list-style-type: none"> <li>– At least 4 years of specific experience on designing, organizing and implementing workshops / trainings / mentorship programs</li> </ul>	<ul style="list-style-type: none"> <li>– Specific experience as expert role specifically in equality and inclusiveness, women empowerment and entrepreneurship shall be considered as <u>an asset</u>.</li> </ul>



## **11. Price and Schedule of Payments**

The contract price is a fixed price regardless of extension of the herein specific duration. The amount paid to the Contractor shall be gross and inclusive of all associated costs such as all travel, accommodation, transportation (intercity and intracity), equipment, office and etc. expenses required for the successful provision of services and deliverables as well all legal expenses, including but not limited to social security, income tax, pension, visa etc., which shall be required by applicable laws. Contractor will not receive any additional payment for whatsoever reason. Payments will be affected to the contractor on percentage basis in line with the percentages of total contract amount listed in the following table, upon acceptance of deliverables by UNDP.

Payments shall be made in accordance with the following schedule:

<b><u>Payments</u></b>	<b><u>Percentage of Payment</u></b>	<b><u>Pre-requisite for Payment</u></b>
Payment 1	10% of the Total Contract Amount	UNDP's written acceptance (i.e., not mere receipt) of the quality of the following deliverables: - Deliverable 1: Roadmap/Activity Plan Report - Receipt of invoice from the Contractor
Payment 2	60% of the Total Contract Amount	UNDP's written acceptance (i.e., not mere receipt) of the quality of the following deliverables: - Deliverable 2: Final Mentorship Program Implementation - Receipt of invoice from the Contractor
Payment 3	30% of the Total Contract Amount	UNDP's written acceptance (i.e., not mere receipt) of the quality of the following deliverables: - Deliverable 3: Final Evaluation Report - Receipt of invoice from the Contractor

Payment will be made only upon UNDP's acceptance of the reports/documents stipulated under "Pre-requisite for Payment" column on above table for each payment. Payments shall be affected within thirty (30) days, after receipt of invoice and certification of acceptance of services issued by the ISG Portfolio Manager.