



Establishment of PPM TB Case Management and Coordination Hub (TB MAtCH) For Mercy Corps

Scope Of Work (SOW)
October, 2022

Mercy Corps-Pakistan
Plot#189/190, Street#06, Sector I-9/2| Islamabad.

Acronyms

MC	Mercy Corps
TB MAtCH	Tuberculosis
PPM	Public Private Mix
GPs	General Practitioners
DFS	District Field Supervisor
SoW	Scope of Work
CNIC	Computer National Identity Card
ID	Identity
DEPP	Digital system to Engage Private Providers
BMGF	Bill and Melinda Gates Foundation
ACF	Active Case Finding
ECF	Enhanced Case Finding
DHIS	Digital Health Information System
SOPs	Standard Operation Procedures
IVR	Interactive Voice Response
HISP	Health Information System Program
NTP	National TB Control Program
CCEs	Call Centre Executives
PIS	Patient Identification System
SRTs	Standard Response Templates
CRM	Complaint Response Mechanism
SLAs	Service Level Agreements
KPIs	Key Performance Indicators
IP Phone	Internet Protocol Phone
PBAX	Private Automatic Branch Exchange

INTRODUCTION

Hiring of Consultant Firm for establishment of PPM TB Case Management and Coordination Hub	
Name of Action	Use of Digital Systems to Engage Private Providers for Tuberculosis in Pakistan (DEPP-TB)
Organization	Mercy Corps
Working Area	120 Districts (All Over Pakistan)
Project Start Date	1 st January 2022
Project End Date	31 st December 2024

1. Background

Mercy Corps as leading agency on tuberculosis control in Pakistan working since 2002 and as principal recipient of The Global Fund grant from 2007. A major contributor in the elimination of tuberculosis from the country, Mercy Corps continuously engaging diverse and large private healthcare sector. In 2010 Public Private Mix was introduced under Global Fund grant to enhance coordination between public private sectors and increasing TB case detection. since 2011, less than 5% of the private healthcare providers have been engaged in PPM. Currently, the country is planning a huge scale up, engaging more than 14,000 providers in coming months, including general practitioners, private hospitals, parastatal hospitals, pharmacies, and informal healthcare providers.

Enhancing and strengthening PPM strategy in Pakistan, Mercy Corp with support of Bill and Melinda Gates started implementation of “Use of Digital Systems to Engage Private Providers for Tuberculosis in Pakistan (DEPP-TB)”. Under this grant, Mercy Corps will implement the following core functions:

- Develop and deploy case-based digital TB notification system (PPM Hub) for registration of TB patient data, their follow-up, contact screening and preventive treatment
- Scale up of E-TB pharmacy application
- Impact Evaluation: Analyzing KIT/EPCON developed predictive Modelling for TB ACF in Pakistan

To achieve the milestone a country-wide PPM Hub will be established that will serve as a digital platform for TB case management and to support different components of PPM program whereby all digital tools and apps will be linked with the DHIS II tracker.

Background and Rationale of the Assignment

About PPM Hub For Mercy Corps

Vision

A country-wide Hub that serves as a digital platform for TB case management and supports different components of PPM program including provision and redressal of information to TB patients.

To ensure s increased access to quality engagement of private healthcare providers and TB treatment adherence, Mercy Corps will be established. PPM Hub call center will contribute to notifying the active TB cases on local levels through GPs and DFSs in concerned districts. It will also play coordination role by using triangle approach between GPs, DFSs and TB Patients to have real time data. Another key function will be to address TB related queries and provide doctor and

treatment information to the patients, access to services, and grievance redressal through a nation-wide Toll-free number (a short code **** (toll-free). This toll-free help line will be rolled out across all Provinces/Union Territories in all districts with an objective to cover the whole country population.

The PPM Hub Call Centre aims to provide a common platform in the country and shall handle incoming and outgoing telephone calls from/ to the citizens/ Private Hospitals/ Health Service Providers, private clinics, and other stakeholders. The PPM Hub solution shall have data analytics capabilities and use the latest technology interventions to be used as contact Centre like Chat Bot in Portal

Role of PPM Hub

- **Real time data of TB case notification from private providers:**
The General Practitioners (GPs) as originators will notify TB case from their concerned locations. Upon Receipts of notifications, the PPM Hub will call GPs for patients' data (Name, Address, Mobile No and CNIC) and will inform concerned assigned District Field Supervisors (DFS) for filling TB01 form from GPs and notified patients. Real time data of TB patients will be entered in the system by generating a unique patient Identity (ID). Furthermore, the data will be linked with DHIS II tracker.
- **Patients' follow-up for treatment adherence**
Based on the registered patients the system will generate alerts to the PPM Hub staff to call/text and follow up patients regarding their medicines, sputum tests, and checkups.
- **Counseling for preventive treatment and contact screening of household members of index cases**
PPM Hub will access to the household members of the index patients with their mobile numbers for contact screening and counselling to get screened for TB and start preventive treatment if recommended by the healthcare providers.
- **Linking with Active Case Finding**
Based on registration of TB Patients, PPM Hub team will make monthly data analysis to identify potential areas (hotspots) and will be linked with Active Case Finding (ACF) for organizing chest camps. Additionally, the Hub will inform patients to visit camp sites and avail free of cost X-ray/Xpert facility.
- **Linking with interactive voice responses (IVR)**
The PPM Hub will also be linked with the interactive voice calls component (supported by Global Fund) by calling all community members who report having TB signs and symptoms to ensure they visit health facilities for diagnosis and treatment.
- **Patient's Education**
All registered patients can give a missed call/text to the PPM Hub and get called back by staff with the required assistance on TB.
- **Training of PPM Hub Staff**
The PPM hub staff will be provided rigorous training, including refresher trainings, throughout project implementation

Key-Objectives of the PPM Hub

The objective of the PPM Hub is as below:

- **To coordinate the digitalization of TB patients'** notification and registration to have better reflection on private levels in the concerned 120 districts in the country.
- **Support management of grievances** associated with PPM TB control interventions, as per defined protocols, through registration, acknowledgement, resolution, escalation, and feedback.
- **Capture views and concerns** of care seeking population, enrolled GP's, and other stakeholders
- **Serve as a data hub** for Mercy Corps regarding data analytics as an input for decision making.

Key Stakeholders

Primary Stakeholders	Indirect Stakeholders
General Practitioners (GPs)	Sub Recipients
TB Patients	Mercy Corps
Private Healthcare Providers	Health Information System Program (HISP)
District Field Supervisors	National TB Control Program (NTP)

Operational Modality of PPM Hub

Model of Implementation

The PPM Hub will be established on a Hub and Spoke Model¹ administered from Islamabad with overall seating capacity of 5-7 Call Centre representatives to register grievances, demands and suggestions and to provide information to the citizens.

Key considerations in Implementation

1. The PPM Hub Call Centre will have the 5-7 persons with multi-lingual capabilities of speaking Urdu, Pashto, Balochi, Sindhi, Punjabi, Saraiki, and others. The Hub will have the capacity and will be set up for inbound and outbound calls from across Pakistan. Based on experience, some of these calls may be automated and handled through Interactive Voice Response (IVR) for which the protocol will be provided, as needed/reviewed/approved by Mercy Corps.
2. Based on standard operating procedures (SOPs), the calls will be routed to Mercy Corps if required.
3. Mercy Corps will steer, monitor, supervise and coordinate the overall operations of PPM hub to ensure accountability and transparency.

¹ The hub and spoke model refer to a distribution method in which a centralized "hub" exists. Everything either originates in the hub or is sent to the hub for distribution to consumers.

4. Gender wise inclusion and equity will be ensured by developing and implementing inclusion and equity SOPs for PPM Hub. The consulting firm will be responsible for all data confidentiality and data protection rights of SOPs of Mercy Corps and in case of violation the contract will be terminated.
5. All caller's data recording will be stored and saved in drive for data verification and analysis.
6. The standard operating procedures (SoPs) of GP enrollment, grievance handling and data sharing between Mercy Corps and PPM-Hub will be provided by Mercy Corps and will need to be strictly followed.
7. All deliverables are to be submitted in English. Any material developed, prepared, and used under the commission described by these ToRs is and will remain the intellectual property of Mercy Corps and will not be used or reproduced in any form whatsoever.

Location of PPM Hub

The complete PPM Hub can be administered by a central location in Islamabad.

Services and Responsibilities of Service Provider

The hired consulting firm will deliver the services as per the requirements detailed in this section. The scope of work that needs to be provided by the successful Service Provider can be broadly classified into the following areas:

1. **BUSINESS SERVICES**
2. **INFRASTRUCTURE & TECHNOLOGY**
3. **RESOURCES ON-BOARDING**
4. **TRAINING**
5. **QUALITY ASSURANCE**
6. **REPORTING AND ANALYTICS**
7. **INFORMATION SECURITY**
8. **GENDER CONSIDERATIONS**

1. BUSINESS SERVICES

The business services that shall be provided by the selected Service Provider can be broadly categorized as:

- I. Handling inbound voice calls.
- II. End-to-End Responsibility.

Inbound/Outbound voice Calls

The selected Service Provider shall provide inbound and outbound voice call services in all local languages. Most of the queries may be resolved by the Call Centre Executives (CCEs) using the information available. For unresolved queries, the Service Provider shall forward the cases to the concerned departments within the Mercy Corps eco-system using proper escalation mechanism via Mercy Corps' application. The escalation mechanism will be explained in detail during the orientation training. The Patient Identification System (PIS) database, Health Service Providers, contact details of the official in the eco-system, including state, will be provided for use of addressing queries related to beneficiaries, citizens, and other stakeholders.

End-to-End Responsibility

The Service Provider shall work jointly with Mercy Corps to identify problem and queries for which the current Standard Response Template (SRTs) or FAQs do not provide any answers. These may be shared with Mercy Corps on regular basis and new SRTs or FAQs may be prepared by coordinating with Mercy Corps. The Service Provider shall also work closely with Mercy Corps in developing workflow, escalation procedures and reporting mechanism for resolution of queries/grievances.

A review meeting with Senior Operations member may be called upon from time to time. It is clarified here that Mercy Corps shall not make any additional payment in respect for any travel made for this purpose.

2. INFRASTRUCTURE & TECHNOLOGY

- The selected Service Provider shall provide Call Centre services on an outsourced model i.e., from its premises.
- Cost of the entire necessary infrastructure such as Software, Application, Dialer, CRM, Office space, workstation, softphone, headsets, connectivity etc. shall be borne by the Service Provider.
- The selected Service Provider shall be responsible for procurement and deployment of the routers (primary and secondary) DR site. The selected Service Provider shall be responsible for maintenance of the routers placed in DR site.
- The routers provided by the selected provider must have at least 1 Gigabyte FC multimode port or higher.

3. RESOURCE ON-BOARDING

Mercy Corps expects the selected service provider to deploy adequately skilled and trained resources for the overall PPM Hub operations including the call center representatives who will be answering to and/or contacting Callers, to provide a consistent and high-quality experience along with a high percentage of first-time resolution (FTR). The selected service provider is required to do the resource planning and resource deployment while maintaining the minimum standards.

4. TRAINING

4.1 Orientation Training

Mercy Corps will conduct an orientation workshop either at Mercy Corps' premises or successful bidders, as decided by Mercy Corps, to provide process training related to Web-Portal, App and Call Centre.

Below is the tentative agenda of the training:

- Introduction to Mercy Corps PPM Hub.
- Introduction to PPM-Hub Web-portal & Mobile App.
- Possible complaint types and its resolution.
- Portability Issues.

It is expected that Service Provider will approach Mercy Corps for confirming resource availability and scheduling this training timely, post tender, to commence the services as per SOW guidelines. The orientation workshop will help the selected Service Provider for smooth roll out of the initial batches.

Mercy Corps may share first version of training module with Service Provider during/after orientation training. Thereafter, based on the workshop, Mercy Corps Training Module and Service Provider's internal requirements, the selected Service Provider is expected to develop a training module & a test process for on-boarding of future resources and submit the same to Mercy Corps for review and approval within one calendar month of go-live date. Mercy Corps will review and approve the training module and the test process. In case of any changes suggested by Mercy Corps, changes shall be incorporated and submitted to Mercy Corps within 15 days from the date of suggestion. It should be revised and submitted for approval every quarter.

Standard Response templates (SRTs) may require to be changed very frequently which will be communicated to Service Provider on need basis. Subsequently, Service Provider shall update the training modules and impart internal trainings to Call Centre Representatives on the floor.

4.2 Resource Training

The selected Service Provider shall be responsible for conducting scheme specific resource on-boarding training. This training shall include training of Applications/tools, basic call handling skills, Mercy Corps' system specific knowledge & services, soft skills, etc.

The selected Service Provider is also expected to evaluate each trainee's performance through appropriate test process as approved by Mercy Corps. The resources clearing the training evaluation test shall be forwarded for on-job training. The period for on-boarding training should be at least 5 working days. The selected Service Provider is required to maintain the results and evidence of training evaluation test and evidence for attending training for each trainee and make them available to Mercy Corps or third-party auditors as and when requested by Mercy Corps. At no time, any resource not clearing the evaluation test should be deployed to Mercy Corps PPM-Hub project.

4.3 On-Job Training

The selected Service Provider shall also be responsible for providing on-job training to resources qualifying the training evaluation test. The methodology used for on-job training may include call Y-jacking, shadow resource, continuous monitoring, call audits and feedback etc.

4.4 Refresher Training

- As and when new process updates are available, Mercy Corps may conduct re-fresher training for the selected Service Provider. The said training may happen at Mercy Corps' premises or Service Provider's site as decided by Mercy Corps to conduct the training. The refresher training will be on a Train the Trainer basis.
- If the training is organized at anyone of Mercy Corps' offices, the trainers from the selected Service Provider are required to travel to that location. Mercy Corps will try to intimate the Service Provider at least 7 days prior to training date, for necessary travel arrangements; however, the selected Service Provider may also be prepared for immediate attention to the refresher training program announced by Mercy Corps.
- It is clarified here that Mercy Corps shall not make any additional payment in respect for any travel made for this purpose.
- The training module & the test process should be updated by Service Provider's training team based on the knowledge imparted by Mercy Corps during re-fresher resource(s) and a copy of updated training material and test sheets shall be shared with Mercy Corps.

5. QUALITY ASSURANCE

The selected Service Provider is expected to deploy dedicated quality assurance team for the entire duration of the contract. The quality assurance team should be independent of the operations and

training team. The quality assurance team should have the facility of remote screen viewing of agent workstations and remote call listening. The quality assurance team is responsible for the following, but not limited to:

- a) Ensuring that the resources deployed are in confirmation to minimum qualification set out in 'RESOURCE ON-BOARDING' in this section.
- b) Monitoring at-least **50%** calls during on-job training.
- c) Providing feedback and executing Continuous Improvement Plan (CIP) to exceed the target service levels & KPIs mentioned in this SoW.
- d) Performing root cause analysis for repeated failure in service delivery and sharing the report for the same with Mercy Corps.
- e) Providing help in the existing training modules, frequently asked questions, etc. that help improves in-house operations.
- f) The Quality template having specific quality parameters will be shared with the selected Service Provider only.

6. REPORTING AND ANALYTICS

- a) The selected Service Provider shall provide a Reporting/Analytics team to prepare performance dashboard of the Mercy Corps & IT Operations, this shall include (but not limited to) all KPI & SLA parameters mentioned in this SOW. This reporting/MIS team may or may not be dedicatedly assigned for Mercy Corps operations.
- b) The first cut of the performance dashboard shall be prepared and submitted to Mercy Corps for review and approval within 15 calendar days from the date of go-live. The first cut of the performance dashboard shall contain all the operational SLAs and KPIs mentioned in this SOW.
- c) Mercy Corps shall provide the feedback and suggestions within 15 days of submission of the performance dashboard.
- d) The performance dashboard should be finalized within 30 days from the date of go-live as per Mercy Corps' feedback and expectations.
- e) In addition, this team should also be capable of generating Adhoc/customized reports/MIS as per Mercy Corps' requirement.
- f) The report format shall be flexible and shall be made available either in MS Word, MS Excel, or Adobe pdf, or any other user-friendly structure/format on the request of Mercy Corps from time to time. The report should be configurable to be e-mailed to a defined mailing list.

7. INFORMATION SECURITY GUIDELINES

Information security guidelines applicable to Service Providers shall apply to all the services as provided by Service Provider for operations of PPM Hub for Mercy Corps. Selected Service Providers shall ensure the confidentiality; integrity and availability of Mercy Corps related data and services.

The Information Security directives applicable to these Service Provider have been categorized as below.

- i. Human Resources
- ii. Asset Management
- iii. Access Control
- iv. Password Policy
- v. Cryptography
- vi. Physical and Environmental Security
- vii. Operations Security
- viii. Communications Security

- ix. Information Security Incident Management
- x. Compliance
- xi. Change Management

7.1 Information Security Requirements for PPM Hub

Minimum Information security requirements are detailed below:

1. The PPM Hub shall comply with the Information security policy of Mercy Corps. The service provider may obtain the latest policy from Mercy Corps through a written request.
2. The PPM Hub shall comply with any other Information security requirements of Mercy Corps which may be shared with service provider from time to time.
3. All assets used by PPM Hub (business applications such as IP Phones, operating systems, databases, network etc.) for the purpose of delivering services to Mercy Corps shall be identified, labelled, and classified.
4. Periodic reconciliation of assets shall be performed.
5. List of authorized personnel having access to PPM Hub resources shall be maintained, updated, and shared with Mercy Corps on a quarterly basis
6. Only authorized individuals shall be provided access to information assets processing such as CRM, other applications, call recordings etc.
7. PPM Hub facility or area used for calling or taking calls from the patient, citizen or any stakeholder shall be restricted with electronic access control and access shall be provided on the need basis and least privilege based on approval
8. Periodic reconciliation of various access (logical and physical) shall be performed by PPM Hub
9. The Agency shall conduct background checks for its entire staff working in this assignment through an agency. Background checks should cover at least the following - education, criminal record, employment history etc. Service Provider shall maintain the results and share with Mercy Corps
10. All staff shall sign a confidentiality agreement. The format of the agreement may be decided by Mercy Corps
11. Periodic Information security training shall be provided to all the staff members. This must cover various security requirements.
12. All systems including desktops, laptops, servers, network devices etc. used for providing services shall be hardened as per the industry best practices such as CIS Benchmarks.
13. Only licensed IP phones shall be installed in the PPM Hub infrastructure
14. PPM Hub Service Provider shall ensure that the latest patches are installed on all the information assets. The patch management process shall be defined and documented by Service Provider.
15. Anti-virus software must be installed on all systems used in PPM Hub facility.
16. Security policies such as strong password, password history, password expiry, system login timeout, no admin access, screensaver etc. shall be applied as per Mercy Corps policy and specifications issued from time to time. Active Directory or similar system shall be used to automatically enforce security policy on all systems.
17. Network, operating system, database, application, configuration reviews and other information security assessment shall be carried out annually and/or during a significant change in the PPM Hub system by an independent third party and results will be shared with Mercy Corps.
18. Call logs of the critical user-activities, exceptions and security events shall be enabled and stored to assist in future investigations and access control monitoring.

19. Identity Information shall not be stored on the workstation and in case if it is required then PPM Hub Service Provider shall ensure that the identity information is encrypted using strong cryptography controls.
20. Call recordings with caller identity information shall be encrypted.
21. End to end security testing of the applications used by the PPM Hub shall be provisioned by PPM Hub Service Provider. The testing results shall be shared with Mercy Corps on quarterly, annually, or on the need basis.
24. The Service Provider shall get its operations audited by an information systems auditor certified by a recognized body under the Information Technology Act, and furnish certified audit reports to the Authority, upon request or at time periods specified by the Authority.
25. Mercy Corps shall reserve the right to audit systems and processes of the PPM Hub on an annual basis and/or need basis to ensure compliance with stipulated security policy published time to time, but not limited to this document. The audit plan shall include information security and technical testing controls required to protect Mercy Corps information assets.
26. If any non-compliance is found because of the audit, the PPM Hub shall:
 - a. Determine the causes of the non-compliance.
 - b. Evaluate the need for actions to avoid recurrence of the same.
 - c. Determine and implement corrective action.
 - d. Review the corrective action taken.
27. PPM Hub Agents shall ask minimum data, relevant to PPM Hub operation from the caller. Agents must not collect any information from the caller which is not relevant to the operations. Agents must be aware of information that needs to be asked from caller depending on the various call types.
28. The PPM Hub Service Provider facility, infrastructure and system shall be subjected to the requirements under the information security policy of Mercy Corps.

8. Gender Considerations

Respecting and giving equal access to each gender contribute towards preventing inequalities, abuse of power and injustice. Having vision and mission of diversity, equity and inclusion, Mercy Corps is ensuring through its intervention across the board that each gender (especially women without mobiles and network facilities) has equal access to their rights, opportunities, and protections. Proper orientation workshop will be conducted for all PPM Hub staff to have better understanding of diversity, equity, and inclusion principals. During the process of establishment and operations of PPM Hub, Mercy Corps will ensure that each gender has equal access to registration, patients' assistance and registering complaints. Mercy Corps will ensure patients confidentiality and accountability in the overall operations of PPM hub. PPM hub coordinator will steer, supervise, and monitor the diversity, equity, and inclusion principals in the hub operations.

Operational Capacity of PPM Hub

The estimated inbound average/tentative number of calls is 200 (less or above) per day. Outbound calls will be 10% of the inbound calls.

The service provider should be capable enough to handle the calls as per estimation and have capacity to expand in one moth notice.

Operating Hours

S. No.	Campaign	Prime Working Hours
1	Inbound	9AM – 9PM
2	Outbound	9AM – 9PM

Project deliverables

Multiple deliverables are expected to be delivered from the service provider during the project lifetime. Through mutual technical consultations on quarterly basis between Mercy Corps and service provider bringing best possible modalities in the PPM Hub operations. The additional cost will not be bearded by Mercy Corps. The Service Provider is free to design the solution based on industries best practices and their experience. Proposed deliverables of the PPM Hub mentioned below:

- Provide and designate all operational resources of PPM Hub including software and hardware components (workstation of 5-7 people, Software, Application, Dialer, CRM, Office space, workstation, softphone, headsets, connectivity etc. shall be borne by the Service Provider).
- Monthly reports of registration of newly notified TB cases with integration to the DHIS II.
- Monthly Operational reports of PPM Hub all assets (soft & hard) submitted to MC; monthly reimbursement will be made.
- Monthly data overview of household members of the index TB case for contact screening and counselling to get screened for TB and start preventive treatment if recommended by the healthcare providers.
- Monthly reports submission to MC of patient adherence calls/SMS and on time help in the treatment, checkup, and medication.
- IVR system monthly data report for patients to get education and guidance regarding TB screening, medication, and tests.
- Monthly basis patients' complaint response mechanism (CRM) through embedded chats or calls data record and report submission to MC.
- Submission of PPM Hub HR timesheets and workplans for next months to MC.
- Monthly and quarterly reports (Narrative and Financial) submission to Mercy Corps.
- Monthly data analysis to link with Active Case Finding (ACF) for identification TB hotspots and information to patients to visit Chest Camps and receive free of cost Xray/Xpert facilities.
- Provide regular dashboard data to get access to registered cases (gender segregated), patients adherence, CRM and chest camp guidance.

Duration of the Assignment

S. No	Deliverable	Timeline
1	Inception Report and detailed workplan (desk review)	2 weeks after signing of the contract
2	Human resource (Hiring and training)	2 weeks after signing of the contract
3	Establishment and operational arrangements of Hub	3 weeks after signing of the contract
4	Training of PPM Hub	3 weeks after signing of the contract
5	Software, Application, Dialer, CRM, Office space, workstation, softphone, headsets, connectivity etc.	3 weeks after signing of the contract

6	Inauguration of PPM Hub	4 weeks after signing of the contract
7	Monthly progress reports (best practices, lesson learnt, challenges)	Each month till December 2023
8	Financial reports (quarterly basis)	Each quarter after signing of the contract
9	Final Report Hand overing of overall PPM Hub data (soft 7 Hard)	31 st December 2023

Reporting

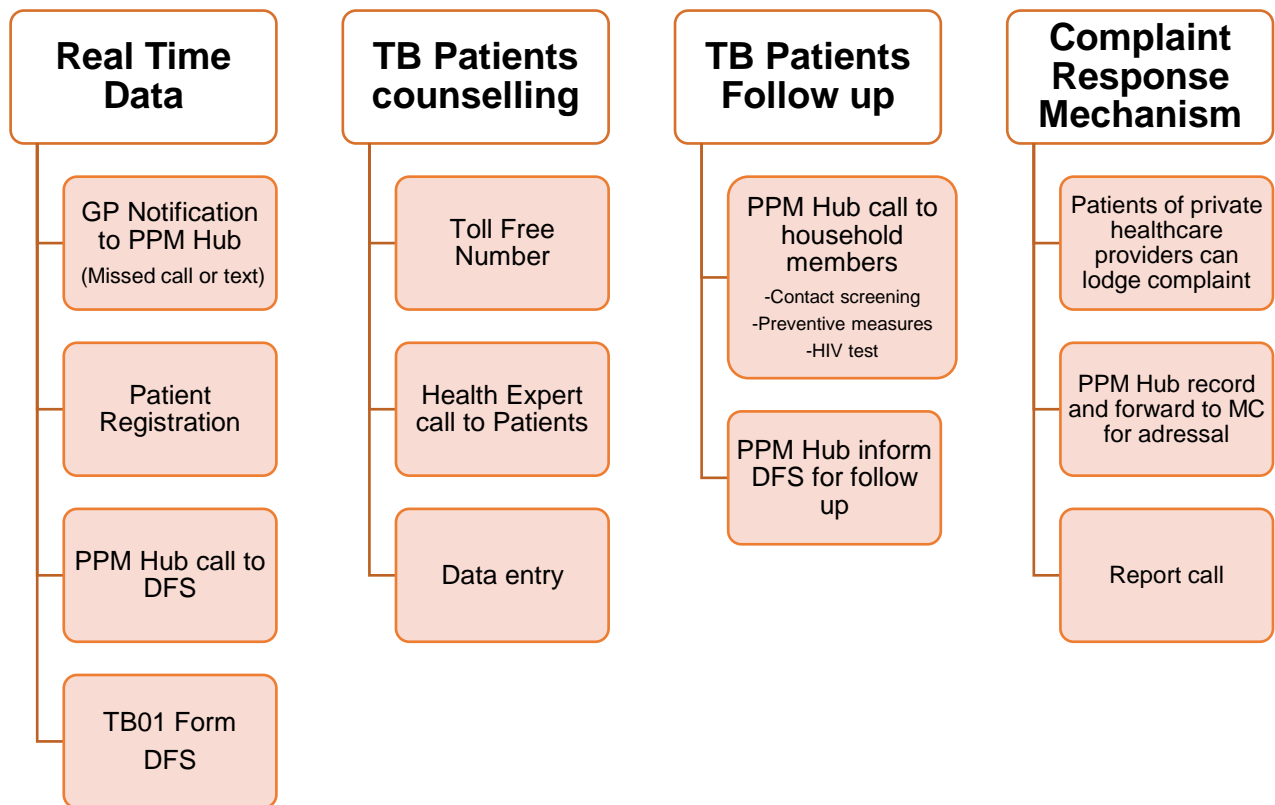
For all purposes of this Contract, the Service Provider will be reporting to the PPM Hub Coordinator at Mercy Corps or his/her designee. The Service Provider will generate monthly progress reports from the system highlighting the accomplishment against the milestone achieved.

Post signing of the Contract, the activities shall be initiated as per the work plan within three (3) days. However, on a case-to-case basis, Mercy Corps may consider extending the time for the first-time initiation of resources. In case an activity has been extended by Mercy Corps, no penalty shall be levied for the resources specific to that activity.

Payment Schedule/Milestones

- a) Payment shall be done on quarterly basis based on the invoice generated and monthly progress reports and achievement of monthly milestones. Penalties shall be levied, if applicable, based on the SLA clauses.
- b) Payment shall be made for only those desks/stations which are operational, informed and approved. In case of additional seats required, the same must be provided by the Service Provider.
- c) Any increase or decrease of desks/stations shall be approved by Mercy Corps in writing, in case, a desk/station is operational for a lesser number of days in the respective month, pro-rate payment based on operational days shall be paid.
- d) A suitable mechanism of reporting no. of desks/stations, with operational shifts, if required, will be developed with mutual consent.

MODEL WORKING OF PPM Hub



Evaluation Method and Eligibility Criteria

For all purposes of this Contract, the Service Provider will be evaluated based on set Eligibility and Selection Criteria. Full acceptance of the Mercy Corps General Terms and Conditions of the Contract are mandatory criterion and cannot be deleted regardless of the nature of services required, non-acceptance may be grounds for the rejection of the proposal.