Health Systems for
Tuberculosis (HS4TB)

Contract Management Toolkit

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INTRODUCTION

The Government of India (GoI) and its National TB Elimination Program (NTEP) have set ambitious targets to achieve TB elimination. An important part of the TB response strategy is state governments contracting a variety of private sector actors to expand the reach of TB activities, provide surge support in new areas, and form innovative partnerships and service delivery models. This includes the contracting of Private Provider Support Agencies (PPSAs), which are intermediaries who engage with private providers to facilitate quality TB care and prevention. Contracting requires many new skills – defining scopes of work, issuing requests for proposals (RFPs) and evaluating responses, finalizing and administering contracts, and verifying, validating, and processing invoices. Weak implementation of these functions can lead to delayed contract finalization, late payments, and cash flow issues for private sector partners. These challenges significantly hinder the providers' ability to operate effectively and deliver timely services. This document provides a directory for a set of tools that can assist with stronger implementation of such functions, with downloadable hyperlinks providing access to all the available resources.

KNOWLEDGE MANAGEMENT PRODUCTS

HS4TB India has published/ following two overviews of contracting issues in the country.

Report on Best Practices in Contract Management
(https://drive.google.com/file/d/1Lvu8MuaoQufbY22joF5kEzImvmj_R5r3/view?usp=sharing)

The report diagnoses challenges, and suggests solutions, for each stage of the contract management cycle. This includes the tools, interventions, and platforms that can be applied to improve each step of the process, including relevant sections of the NTEP guidance on partnerships and the accompanying operational manual as resources for resolving issues.

Report on Post-Contracting Assessment
(https://drive.google.com/file/d/1Zg8e61ez69CuefCniF1dVqExn7EhbUJ1/view?usp=sharing)

The report analyzes the causes of long delays in the payment of invoices due to bottlenecks in invoice submission, the verification/validation processes, and the release of funds after administrative approvals. This assessment includes a set of recommendations that has guided the project's ongoing strategy to improve payment turnaround time (TAT) in project states, including tools described in the next sections.

Training Curriculum on Contract Management
(https://drive.google.com/file/d/1nBV4wVb3hpZN3r8-0xGCpwFCTevc4ppM/view?usp=sharing)

To improve program staff skills and knowledge on public procurement/contracting, NTEP has endorsed a training curriculum that covers topics such as developing performance-based Requests for Proposals (RFPs), evaluating proposals submitted by bidders, understanding the regulatory framework (e.g. General Financial Rules, State Financial Rules), and using e-procurement platforms (i.e., GeM). In addition to the full set of training modules on contract management.
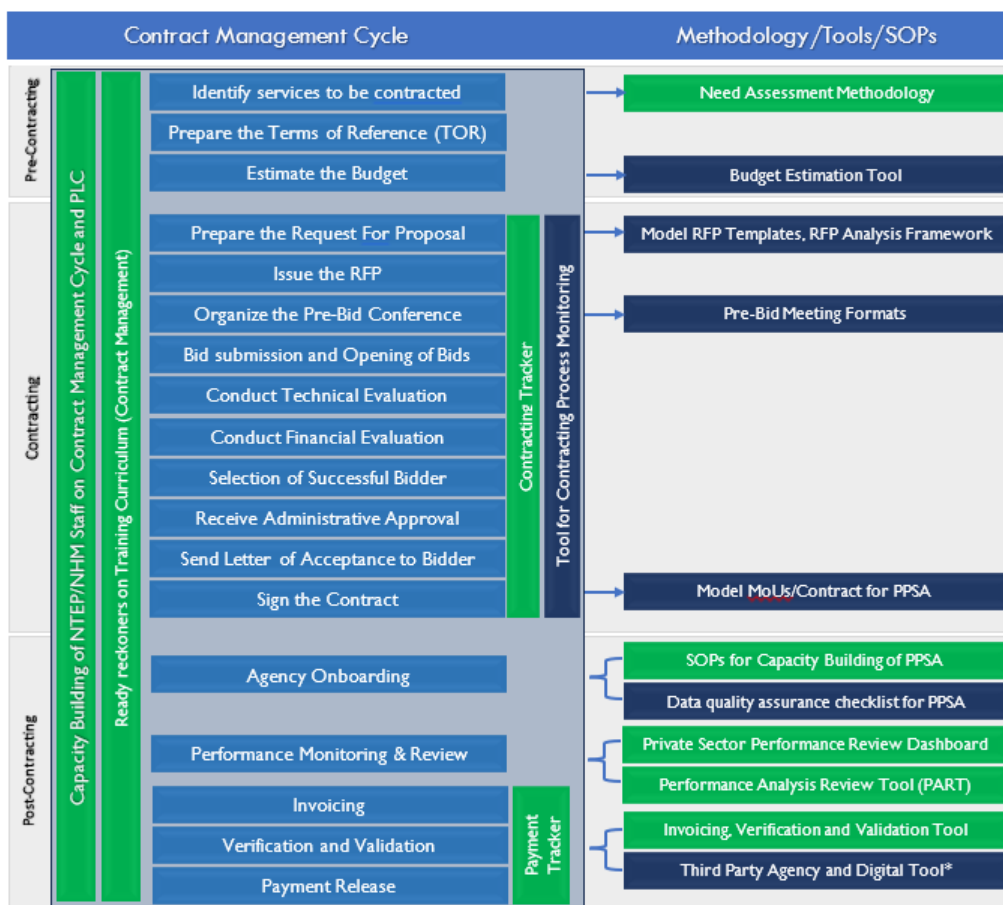
Ready Reckoners on Key Concepts of Public Procurement
(https://drive.google.com/drive/folders/1jhLSsBpvwStdosy4IZ3-3k4EjmN6JzWD?usp=sharing)

HS4TB has created ready reckoners (job aids) that are short excerpts and infographics taken from the contract management training curriculum. The 6 topics covered are:

1. Best Practices for Designing Scope or Work/Terms of Reference in Service Procurement.
2. Key Deliberations by the Bid Evaluation Committee.
3. General Steps in the Evaluation of Proposals/Bids.
4. Assigning Weights and Scoring Proposals during Quality and Cost Based Selection.
5. Key elements that should be explained clearly in service contracts.
6. Understanding the Steps in the Contract Management Process.

TOOLS TO IMPROVE PROCESSES WITHIN THE CONTRACT MANAGEMENT CYCLE

USAID's HS4TB project is supporting the GoI's Central TB Division (CTD) and governments in eight states to strengthen TB contracting via structural processes that reduce the turnaround time (TAT) for both contracting and reimbursements. HS4TB has developed a suite of tools to that help with implementing various steps along the contract management cycle (see Figure 1). Tools are packaged within one of the three stages of contract management cycle: 1) Pre-Contracting, 2) Contracting, and 3) Post-Contracting. More details on the tools within each stage can be found in the subsequent pages. A second set of tools is currently in development and is expected to be available by September 2024 (see Figure 1). Further trainings on the full suite of tools will be planned by the end of 2024.

Figure 1: The Contract Management Cycle and Tools Available to Improve Processes

PRE-CONTRACTING

The pre-contracting phase is crucial for ensuring efficient planning to identify service delivery gaps and to estimate budgetary resources required for effective contract implementation that will achieve the targeted outputs and outcomes. There is currently one main tool:

Needs Assessment Tool / Methodology
(https://drive.google.com/drive/folders/17Vd3pySaBpcsgN0WcnelgBGrDIoPMzkC?usp=sharing)

A needs assessment is an annual activity that informs state-level operational planning and inclusion of contracts in Project Implementation Plans (PIP) to address unmet needs of the program.
The tool outlines the six main steps for conducting a needs assessment: 1) review of performance indicators, 2) analysis of indicators and gap identification, 3) visits to district to identify systemic and process gaps, 4) compile and analyze all gaps and propose a solution, 5) present to NTEP official and gain consensus, and 6) communicate findings with NTEP/National Health Mission. There is an illustrative activity plan with expected timeline for implementing the needs assessment, information on the resources required, structured questionnaires for conducting key informant interviews and focus group discussions, and a case study from Odisha State. To support this tool there is an MS Excel file with step-by-step instructions on how to calculate the gap score, and a separate Excel for Delhi, given its uniqueness as a city- state and its high-density urban population.

CONTRACTING

State TB Cells must keep track of progress towards various milestones in the contracting process. HS4TB has developed a contracts tracker that is being used in project states for this purpose.

Contracting Tracker
(https://drive.google.com/drive/folders/1YFPN_ZDjhKVROH4ROlB46-J3-J1JBBxK?usp=sharing)

A single Excel is used for both the contracting tracker (described here) and the payment (payment TAT) tracker (described in post contracting). The contracting tracker records details on all the approved contracts under the Record of Proceedings (ROP) with the approved budget (e.g. district, type of TB service, type of contract, etc.), the status of contracting (e.g. operational, RFP preparation, financial evaluation, etc.), and key dates/milestones with the expected timeline for each step (e.g. RFP published, bid closing, technical bid evaluation, etc.). The tracker is used to record, monitor, and analyze pre-contracting TAT for accomplishing each major milestone. To supplement the contract tracker, HS4TB is currently developing a contract management dashboard to monitor the contracting progress at the state level.

POST-CONTRACTING

Post-contracting issues include operational challenges at the PPSA level and long delays in payment of invoices to contracting agencies. The following post-contracting tools are intended to address these issues.

PPSA Standard Operating Procedures
(https://drive.google.com/file/d/1zfVz1FTNQBCvPaSmauMtIQ9DCiqo3OFg/view?usp=sharing)

This document lists out the standard operation procedures (SOP) for onboarding a PPSA to serve as the interface between NTEP and private-sector healthcare providers. The SOP will educate PPSA staff on the context, significance, objectives, key functions, and roles and responsibilities of a PPSA. The SOP

also explains monitoring and evaluation needs and data collection tools used to track key performance indicators. Additional guidance on the process for calculating invoices and performing verification and validation of claims is included. Finally, the document provides suggestive scopes of work for various PPSA staff positions in this type of partnership model with NTEP.

Invoicing, Verification and Validation, and Payment Tool
(https://drive.google.com/drive/folders/18U3DPUk5lqe6XuSxFmvqO64ACxdbStdR?usp=sharing)

Challenges in invoicing, verification, and validation, and calculating payouts can result in payment delays to PPSAs. This tool introduces some structure and automation using an Excel for each of these three steps. An overarching SOP describes the timeline and sequential use of a PPSA invoice calculation Excel, a district verification Excel, and a state-PPSA invoice calculation Excel.

Payment Tracker
(https://drive.google.com/drive/folders/1YFPN_ZDjhKVROH4ROlB46-J3-J1JBBxK?usp=sharing)

The Excel payment tracker monitors payment TAT. It captures the status of meeting various milestones in the payment process (e.g. invoice generation, invoice submission, validation completion, etc.), the targeted timeline for each major step, and due dates to complete process steps. Additionally, the tracker records amount for invoices, penalties incurred, and payments (compared against approved amounts). The tracker also documents reasons for late submissions, penalties, invoice rejections, late payments, etc. to inform users on what needs to be improved to reduce TAT. Trackers can be customized based on the needs of the state. For example, there may be multiple sign-off authorities for invoices and the sequence of signatures may vary from state to state, which may require capturing additional information.

Performance Analysis and Review Tool (PART)
(https://drive.google.com/drive/folders/1crBm9vMnf-5bxqf2uf42BiaLtyQ4j1jq?usp=sharing)

The PART tool is designed to assist districts in generating a list of TB patients with pending public health actions. The tool is designed in Microsoft Excel using pivot tables and simple formulas, which allows district officials to easily access information about patients who require outreach. The public health actions that the tool covers are HIV testing, diabetes mellitus (DM) testing, capture of bank details, microbiological confirmation, and contact tracing. The tool aims to facilitate facility-level activities that are informed by data, focusing on key performance indicators, analyses, and performance reviews for both public and private facilities.

Private Sector Performance Review Dashboard
(https://drive.google.com/drive/folders/17LqYRNJo2AHJqiqkXAt_JTQVktJ3woZb?usp=sharing)

An overview document describes how to access, set up, use and update this dashboard (Microsoft Power BI application). It is an analytical tool used to present data in an efficient and effective way so users can promptly access desired information, and thus see the impact of contracting or remaining gaps in programmatic efforts. The dashboard provides information on all core cascade TB indicators from Ni-kshay on a single page and can be customized to track location-specific trends in progress and process indicators to help users at the TB unit level identify gaps in performance.

NTEP- Private Sector Performance monitoring   **Telangana State**

Active Health facilities

8584	383	2095	24%	413	4.7%
Active pvt facilities	Facilities newly added	Facilities Notified TB	Facilities notified	New facilities notified TB	HVP >=12 cases

TB Notification (Diagnosis)

25135	21224	84.44% Achievement	769	3.6%	19224	14.36
Notification Target	Notification Achieved		Pediatric (<=14yr)	Pedaitric	Current TB cases	Notification delay

New cases	MTB confirmation	On TB Treatment	Site of Disease	Rx delay (avg days)
94% 19850	6493 31%	95.2% 20197	53% PTB / 42% EPTB / 5% (Blank)	2.3

HIV Testing	DM Screening	NAAT Testing/MTB	UDST/ MTB	DRTB cases	FLLPA/ MTB
75.9%	91.7%	73.2%	74.9%	0.3%	12.5%
14598	17620	4751	5937	60	930

Bank A/c availability	Bank A/c validation	Unique Paid	All benefits paid	Contact Tracing	HHCs on TPT (All)
82.2%	75.4%	59.0%	26.0%	83.2%	23.5%
13864	12777	9972	4381	15995	6881

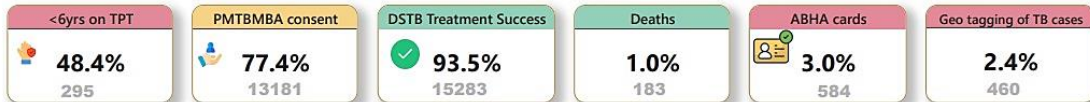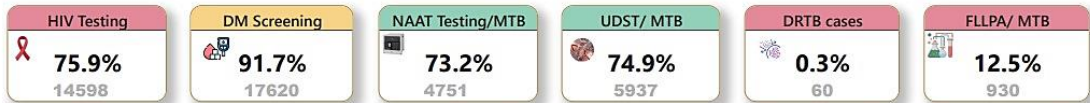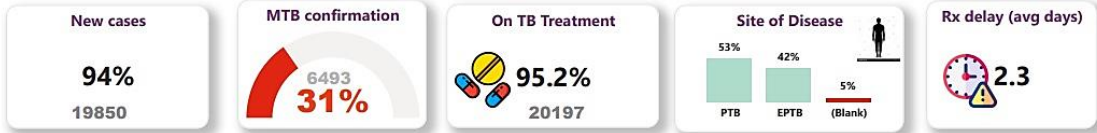| <6yrs on TPT	PMTBMBA consent	DSTB Treatment Success	Deaths	ABHA cards	Geo tagging of TB cases
48.4%	77.4%	93.5%	1.0%	3.0%	2.4%
295	13181	15283	183	584	460

Figure 2: Screenshot of Private Sector Performance Review Dashboard

About HS4TB

The USAID Health Systems for Tuberculosis (HS4TB) project seeks to transform the way country leaders and health system managers understand and work toward TB elimination. HS4TB is a five-year USAID contract focusing on health systems priorities that most directly support achievement of TB.
outcomes, with a focus on health financing and governance in the USAID TB priority countries. The project helps countries increase domestic financing, use key TB resources more efficiently, build in-country technical and managerial competence and leadership, and support policy formation and dissemination. HS4TB is led by Management Sciences for Health (MSH).

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