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Case Title: Leveraging Technology to maximize impact of Procurement

Case Abstract:

To achieve the aim of TB elimination the Intermediate Reference Laboratories (IRLs) and Culture& Drug Susceptibility Testing (C&DST) Laboratories are an integral part of the National Tuberculosis Elimination Programme (NTEP). The uninterrupted service of lab ensures that TB patients complete the TB diagnostic cascade and are initiated on appropriate treatment regimen at the earliest to achieve a favorable treatment outcome.

In Delhi tuberculosis (TB) diagnostic labs are crucial for over 21,000 patients treated annually across 21 chest clinics. The two IRLs and one C&DST Laboratory are Bio safety Level 3 (BSL3) and use 181 pieces of essential equipment. The state struggled for comprehensive maintenance of these highly technical labs.

At national level also, there is no systematic methodology available which the state can replicate. High costs and frequent breakdowns risked disrupting critical TB testing services.

Although GeM lacked a category for lab equipment Comprehensive Maintenance Contract (CMC), collaborated with GeM officials to create a solution via the “Custom Bid” option under “CMC of pre-owned products.

The tendering process attracted five bidders, with four meeting technical requirements. The contract was awarded to a competent agency **with a cost savings of 30% compared to previous budget**. Inspired by this success, state officials plan to extend the CMC model to advanced lab equipment like gene sequencing machines in the state of Delhi.

Background:

To achieve the aim of TB elimination the Intermediate Reference Laboratories (IRLs) and Culture& Drug Susceptibility Testing (C&DST) Laboratories are an integral part of the National Tuberculosis Elimination Programme (NTEP). The uninterrupted serviceof lab ensures that TB patients complete the TB diagnostic cascade and are initiated on appropriate treatment regimen at the earliest to achieve a favourable treatment outcome.

To ensure the functioning of these criticallaboratories, The Central TB Division (CTD), MoHFW provided the maintenance of the equipment's through FIND (Foundation for Innovative New Diagnostics). After the exit of FIND in 2019 as per the CTD mandate the states are required to take over the maintenance work and ensure functionality of the IRL equipment's along with BSL3 lab.

In Delhi tuberculosis (TB) diagnostic labs are crucial for over 21,000 patients treated annually across 21 chest clinics. The two Intermediate Reference Laboratories (IRLs) and one Culture & Drug Susceptibility Testing (C&DST) Laboratory are Biosafety Level 3 (BSL3) and use 181 pieces of essential equipment. The state struggled forcomprehensive maintenance of the labs as it did not have the expertise or the knowledge of the vendors who could provide comprehensive service for these highly technical labs.

Challenge:

At national level also, there is no systematic methodology available which the state can replicate. After the initial central dependence, decentralized procurement exposed inefficiencies in ad hoc equipment maintenance. High costs and frequent breakdowns risked disrupting critical TB testing services. Stakeholders hesitated to adopt new mechanisms, fearing complexity and potential delays in implementation.

Innovative Action:

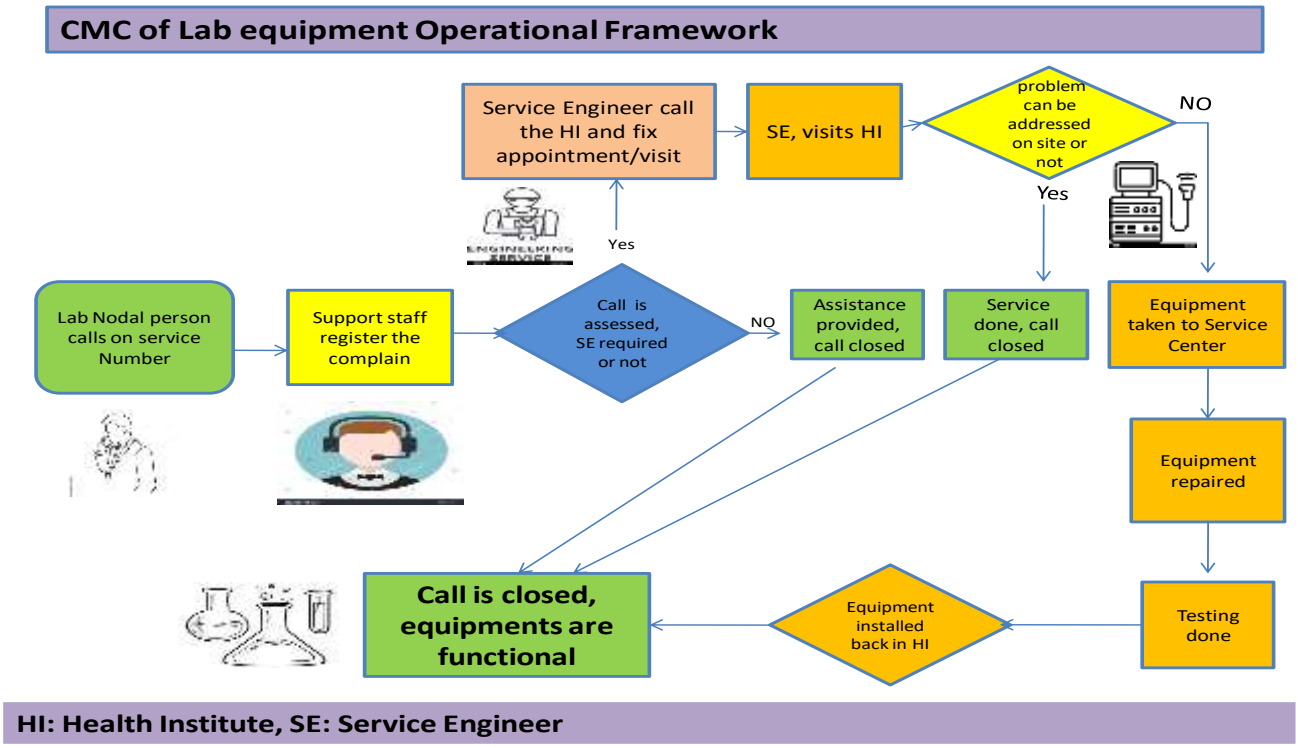
Proposed State Govt. using the Government e-Marketplace (GeM) portal for transparent and efficient procurement. Although GeM lacked a category for lab equipment Comprehensive Maintenance Contract (CMC), collaborated with GeM officials to create a solution via the “Custom Bid” option under “CMC of pre-owned products.”

Developed and refined a custom bid document through multiple committee reviews, which was successfully uploaded on GeM. This marked a significant milestone in innovative procurement.

Result:

The tendering process attracted five bidders, with four meeting technical requirements. The contract was awarded to a competent agency with a cost savings of 30% compared to previous budget.

The service provider ensures 24/7 support, rectifying breakdowns within 48 hours and conducting preventive and corrective maintenance without additional costs for consumables. This has significantly improved equipment uptime and reliability.



Impact:

This success story highlights the transformative impact of strategic procurement that has transformed TB diagnostic services in Delhi. Reliable equipment operations now benefit thousands of patients annually.

Inspired by this success, state officials plan to extend the CMC model to advanced lab equipment like gene sequencing machines in the state of Delhi.

By adopting innovative procurement methods, Delhi health authorities have set a precedence for other states. This approach not only reduces costs but also builds resilience into critical health systems. To encourage broader implementation in India, the success story has been shared with Central TB Division with an aim that it is disseminated and states which still do not have well defined strategy for the CMC of IRLs and C& DST laboratories can benefit out this.

Dr. Rajesh, a microbiologist, shared, “The new system has drastically reduced downtime, ensuring timely diagnosis and better treatment outcomes.”

Key Lessons:

- Proactive collaboration with stakeholders and innovative use of platforms like GeM can solve procurement challenges.
- Strategic planning and expertise are critical to overcoming resistance.
- Building trust among stakeholders fosters support for future initiatives.

The case exemplifies how using technology can drive sustainable change, proving that innovation and efficiency can go hand-in-hand in public health administration.