



Indian Institute of  
Corporate Affairs

Partners in Knowledge. Governance. Transformation.

under the aegis of Ministry of Corporate Affairs  
Government of India



## Four Day Capacity Building Program (25<sup>th</sup> Edition)

on

“Procurement (Policy & Procedures based on GFR, GeM  
& E-Procurement) and Contract Management for  
Good Governance: Challenges in Implementation”

(28 February, 2023 - 03 March, 2023 at Dehradun)



## About Indian Institute of Corporate Affairs (IICA)

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**Indian Institute of Corporate Affairs** ([www.iica.nic.in](http://www.iica.nic.in)) is a 21st century unique world class institution established by the **Ministry of Corporate Affairs, Government of India**. Its aim is to provide holistic treatment of all issues that impact corporate functioning to help today's business and shape tomorrow's. **The Hon'ble Minister of State for Finance & Corporate Affairs is the President of IICA. Secretary, Ministry of Corporate Affairs is the Chairperson of the Board of Governors**, which has many eminent personalities. The state-of - the - art campus of IICA is located at IMT Manesar, Dist. Gurugram, Haryana.

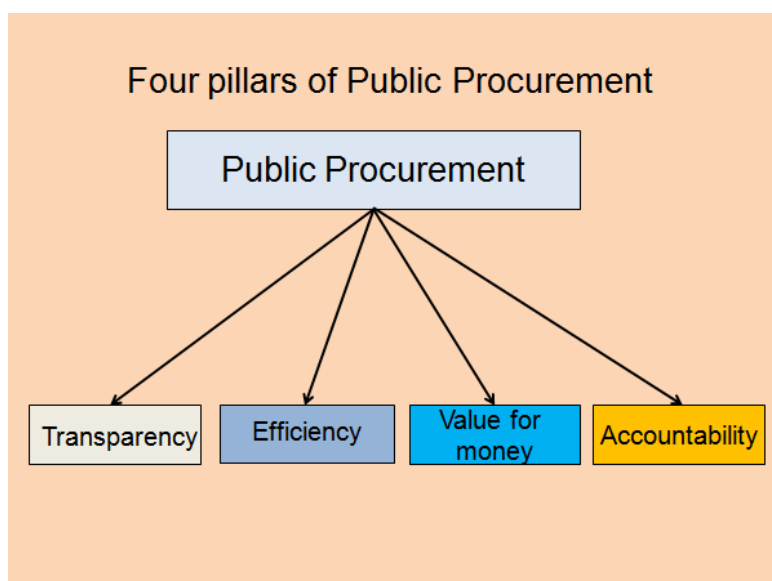
The **Centre for MSME**, an integral part of **Indian Institute of Corporate Affairs (IICA)**, has been established to foster understanding of the regulatory framework, encourage innovative responses to business environments and focus on all other relevant issues affecting the MSMEs. It enables capacity building through training and interactions such as seminars and workshops, engages in documentation and research on MSMEs practices, encourages cluster development initiatives and uses its pivotal crosscutting position to create synergy among various facets of the MSME sector.

## About the Capacity Building Program

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**Procurement has always been a vital function of the governments and large amounts are spent in public procurement by the Central & State governments, municipal and other local bodies, statutory corporations and State-Owned Enterprises (SOE) in India. The procurement of goods, works and services is very vast both in terms of variety & volume.** Considering the size of the country, the number of procurement entities as well as products / service categories, the task is highly onerous and challenges are multifarious. These challenges need to be addressed.

In India, Public buying procedures and policy instructions are based on the General Financial Rules (GFR) of the Dept. of expenditure, Ministry of Finance, Government of India. The General Financial Rules have been amended in March 2017 and Rule 149 has also been introduced in this regard. These are a compendium of general provisions to be followed by all offices of Government of India while dealing with matters of the financial nature.

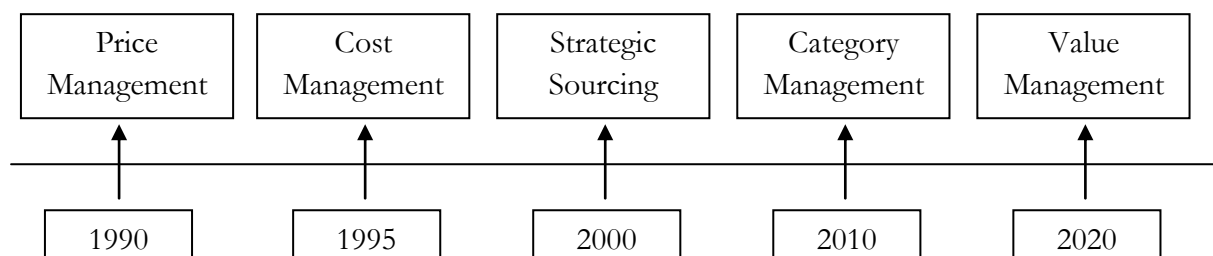


India is a large country and has a very large public institutions / bodies at national & state level besides PSUs and other autonomous organizations. Public bodies are involved in construction of roads, canals, hospitals, bridges, schools, government buildings / offices etc. The procurement of goods varies for Defence, Railways, Health, Paramilitary forces etc. and the range are enormous.

## Government Market Is Not As Complex

Globally, with \$ 10-12 trillion in market opportunity at stake, there are many companies / corporates, high value work / projects within a few weeks and building highly impactful business serving Government customers.

### Key Procurement Trends



Procurement has become a specialized function in the era of globalization. The changing business environment calls for efficient, responsive and transparent purchase procedures. Today the world class organizations talk about the dedicated suppliers and emphasize on need of an efficient, transparent and effective supply chain management.

India spends up-to 20% of its GDP on Public Procurement, with some government departments earmarking as much as 50% of their annual budgets for such expenditure. In the manufacturing sector, the cost of material is sometimes up to 65% - 70% of the product cost and the quality of the finished product is heavily dependent upon the quality of material purchased, hence the impact of the procurement functions on cash flow & profitability is very high.

Sound Public Procurement policies and practices are among the essential elements of Good Governance, significantly impact the economy by generating demand and consumption, promote local industry and improve SMEs access to public procurement. Good practices reduce costs and produce timely results, poor practices lead to wastage of public funds and delays and are often the cause for allegations of corruption and inefficiency. The big question is "How to enhance efficiency & accountability becomes even more important.

### 3 – Cs

<p><b>Central Vigilance Commission (CVC)</b></p> <p>Issues guidelines and instructions to curb corruption in PPS – SOP issued by all Govt. Departments and PSUs</p>	<p><b>Comptroller and Auditor General (CAG)</b></p> <p>Monitors the deficiency and violations in the procedures and mechanism of PPS</p>	<p><b>Competition Commission of India (CCI)</b></p> <p>Regulates competition in PPS – prevents and punishes anti-competitive conduct or practices by Govt. Departments and enterprises</p>
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### E-procurement – A Fully Digitized Procurement Process

E-procurement increases transparency as well as competition, simplifies and speeds up tendering process, eliminates human error, helps in seamless sharing of information, provides ease of operation and leads to quicker decision. It also facilitates pre and post contract management. A

fully digitized Procurement process is imperative for the Government striving to minimize disruptions in delivering the day-to-day necessities to the people. E-Procurement plays the critical role in enabling a digital government. From increasing transparency, value for money, communication, and innovation, E-Procurement not only ensures continuity but can drive value.

E-Procurement plays the critical role in enabling Digital Procurement Processes and support the entire procurement value chain

- ✓ Digital requests for quotations
- ✓ Sourcing to contract negotiations
- ✓ E-signatures and verification
- ✓ Supplier risk management
- ✓ Supplier financial analysis
- ✓ Procurement risk analysis
- ✓ Digital procurement network collaboration

### **Adoption of Government e-Marketplace (GeM) in Procurement**

**GeM – Government e-Market place** is the national portal to make public procurement transparent & simple. Conceived by Government of India, GeM is an end-to-end e-commerce platform for procurement of goods & services by Government organizations. GeM offers all modes of procurement (direct purchase, L1, bid & reverse auction) in a paperless and cashless manner. The GeM portal is currently being used by almost all departments/ organizations of Central and State Governments as mandated mandatory by the Government of India.

#### **Key Stakeholders of GeM**

##### **Buyers**

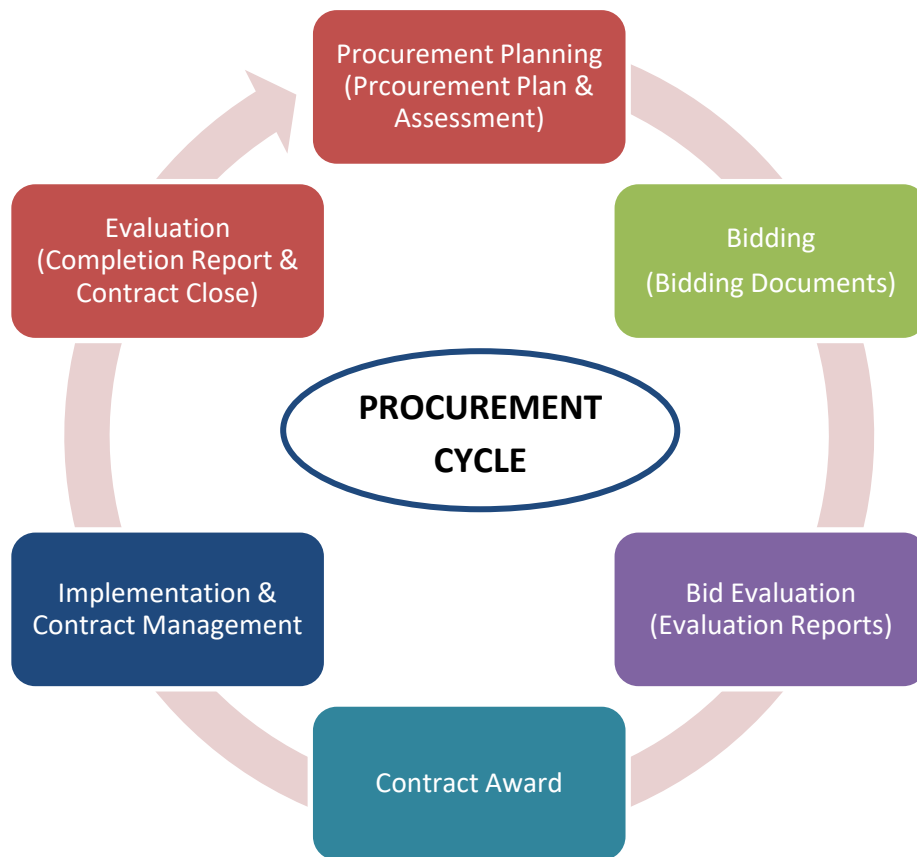
- Central Govt.
- Central PSUs
- State Govt.
- State PSUs
- Autonomous Bodies

##### **Sellers**

- OEMs
- MSE
- Startup
- Authorized Resellers
- Service Providers

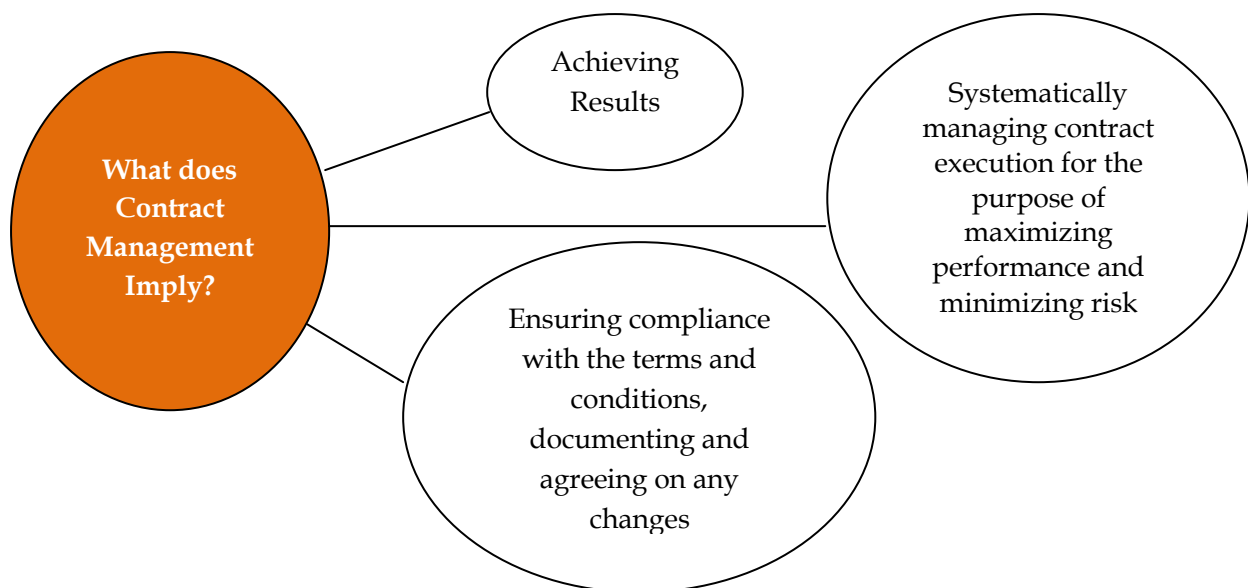
With the Central Government Ministries and undertakings buying goods & services of at least Rs.5 lacs to Rs7 lacs crore worth of every year, **the big question is “How to enhance efficiency & accountability of public & private sector through “Procurement (Procedures & Contracting), Tenders, Bids & Contract Management”** becomes even more important. Considering the size of the country, the number of procurement entities as well as products / service categories, the task is highly onerous and challenges are multifarious. **India is therefore an important market for Multi-nationals & Foreign Companies looking to engage in new business and diversify into India’s potential roadmap of 5 trillion markets for business.**

Essentially, procurement means timely acquisition, purchase & delivery of goods, works and services at the best possible total cost of ownership to the customer. It includes estimate or indent preparation, tendering, contract management, catalogue management and auction and caters to procurement of all types—works, goods and services.



**What does Contract Management Imply?**

Every contract seems to provide adequate protection when it is negotiated and signed. However, during contract performance, disputes often arise between buying organizations and their suppliers. Not having a good contract management process in place has consequences to both the buying organization and the consuming departments. If no one is managing the performance of the contract, an organization is likely to fail to meet its goals that it had for the project associated with the contract. Such failures may include delayed timelines, cost overruns, and more.





In view of demand from potential organizations/delegates for this program and with a view to clarifying and discussing various important issues that will ensure maximum efficiency & economy in public & private purchasing and to share the best procurement practices and to discuss the critical procurement issues of today and future, **Indian Institute of Corporate Affairs (IICA) is organizing Four Day Capacity Building Program on “Procurement (Policy & Procedures based on GFR, GeM & E-Procurement) and Contract Management for Good Governance: Challenges in Implementation”** to ensure that:-

- The program will help the participants understand intricacies of the procurement in **PSUs, Railways, Defence, Port Trusts & other Central & State Govt. Departments.**
- Identify & prevent common risks & inherent risks allocated between seller & purchaser & how these risks mitigated.
- Align understanding of the principles for writing contract language that is clear & ideally suited for international procurement situations.
- Drafting effective commercial contracts
- Understanding how the importance of contracts will differ among international suppliers and Improve risk management
- Navigating Contracts at such times (new-found risks created by COVID-19)
- Strategic negotiation of commercial contracts
- Managing variation and modification of contracts
- Managing breach and termination of contracts
- Negotiating alternative dispute resolution clauses
- Effective risk control measures to minimize legal exposure and avoid disputes
- Clarity of procurement policies & practices
- Advices on emerging issues

### **Other Benefits**

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- The program will provide insights on-
  - ✓ How your organization can minimize its exposure to risk, reduce costs and the potential for disputes by discussing the key aspects of understanding, drafting and negotiating contracts of all types-works, goods and services.
  - ✓ How to monitor & manage performance failures and provides tools, tips & techniques on effective resolution of disputes to minimize costs and reputational risk exposure to your organization
  - ✓ How to ensure maximum efficiency and economy as well as to maintain competitiveness and transparency through contract administration.
  - ✓ How to evaluate Supplier Performance, your requirements and the Market price and competition for Contract termination/renewal decision.
  - ✓ How to protect your company from undue price increases.
  - ✓ How to improve risk management by carryout procurement reviews & audit
  - ✓ How to map and improve processes.
- Facilitating pre & post contract management.
- **Participants from Public & Private sector organizations will get insight about how to quickly find target government customers so they can start engaging them right away**
- **Participants will get the detailed picture of the business environment, policy support & become more aware about the key principles that work for engaging with Government / PSU customers**

## Learning Objectives

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- The program helps you to align your procurement strategies with management expectations and to identify actionable points, which can have an immediate effect on improving the performance of the organization in the short term & are consistent with strategic imperatives in the long term.
- The program will help you in improving purchasing operations and suggest effective means for enhancing efficiency & transparency in procurement.
- The program will help you strengthen the performance of your vendor base by enabling them to acquire the skills and capacities to raise the product quality, on-time delivery, improve the working capital besides cost competitiveness.
- The program takes through various scientific methods of vendor rating & capability assessment in order to develop a healthy vendor base which will help you improve your working capital and lead time of your products.
- The program will provide insights about latest developments in Government purchase policies & practices and help you understand various aspects of e-procurement & its underline benefits.
- The program will equip the participants with required competencies to carry out / supervise commercial / financial evaluations & have an insight on the technical bids.
- The program will provide insights to foresee risks and take informed decision on running high value contracts on a Value for Money (VFM) basis.
- **The program will develop confidence of Indian bidders.**
- **The Program is designed to build & enhance trust between Govt. & Private Suppliers**
- How to Renegotiate Contract in changing scenarios.
- Ensure that Suppliers and / or contractors comply with obligations that have to be performed by them under the contract.
- Identify the document that becomes a legally enforceable part of a contract
- Identify and prevent common risks and inherent risks allocated between Seller and Purchaser and how these risks can be mitigated.
- Reduce the risk of delaying a project by using contract negotiations.
- Learn to write a contract's key legal provisions such as indemnities and limits of liability
- Learn to write a contract's key commercial provisions such as pricing and delivery
- Learn to write a contract's key technical provisions such as specifications and warranties

## Program Highlights

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- Highly interactive training sessions by subject matter experts, Presentations from the experts, Case Studies, Interaction with experts, Activities and Group Discussions.
- A certificate of Participation will be awarded to the participants after the successful completion of the program by IICA.

## Why Dehradun for outbound training

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Dehradun is the capital of the Indian state of Uttarakhand, near the Himalayan foothills. Dehradun is the gateway to the famous hill station of Mussoorie and the pilgrimage spots of Haridwar and Rishikesh. Industries remain an integral component of the State's economy, with capabilities in the entire manufacturing value chain, from R&D and design to marketing and sales. Apart from the natural flora and fauna, the state has an unbeatable combination of world-famous educational institutes providing highly skilled manpower, access to a huge market due to proximity to the National Capital region,

World Class Industrial & Social Infrastructure under the Smart City Mission and some of the most picturesque places in the World.

## **Who Should Attend**

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- Head of Procurement, Purchasing & Supply Chain Leaders & Professionals such as Managers/DGM/GM/Directors/Associated Directors, Finance & Accounts Managers, Contract Managers, Procurement Managers, Category Managers, Business Development Managers, Operation Managers, Project Managers, Commercial Managers, Head of Sourcing, Auditors & Supply Controllers, Administrative Officers, Managers involved in Purchasing Operations in PSUs, Defence, Railways, CPWD, Health, Aviation, Telecom, Construction and other Central & State Govt. Departments., Procurement Analyst, Divisional Head of Finance, Stores & Purchase / Logistics from Municipalities, Hospitals, School Boards & Academic Institutions.
- **Asst. Secretary to Joint Secretary working with various Central Ministries / Departments including audit and vigilance agencies.**
- **Deputy Registrar to Registrar from Self Financing Technical Institutes (SFTIs) / Universities**
- Legal Heads/General Counsels, Legal Managers, Public service, utility managers, Executives and legal experts, Corporate Legal Advisors, Company Secretaries, Corporate Lawyers, Arbitrators & Mediators
- **CEOs & CFOs, Senior Professionals from Corporate houses**
- **National, Regional & Local Government Officials, Ministerial, State transport authorities, Commissioners of various Regulatory bodies, Decision Makers.**
- **Staff of bilateral and multilateral international organizations, international financial institutions, unilateral agencies, Embassies' officials etc.**



## Program Learning Content / Coverage

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**Day - 1**  
**28 February, 2023 (Tuesday)**

TIMINGS	SESSIONS
01:00 pm onwards	Check in (Residential Delegates) at the training venue
01:30 pm - 3:00 pm	Lunch at the assigned hall in the hotel
3:00 pm - 3:15 pm	<b>Setting the Context &amp; Welcome Remarks</b> Introduction among the participants
3:15 pm - 5:30 pm	<b>Risk Management in Public Procurement for Good Governance</b> <ul style="list-style-type: none"><li>• The importance of Sound Public Procurement policies and practices.</li><li>• Various concerns in Public Procurement and “How to enhance efficiency &amp; accountability.</li><li>• How to Best Manage Bid Evaluation Process and Bid Evaluation Sequence</li><li>• Overview of Procurement Sequence / Procurement Actions.</li><li>• Various concerns in Public Procurement</li><li>• Assessing the Impact of Procurement Practices during Procurement process.</li><li>• How the degree of transparency of the tender process and the choice of bidding procedure can influence the likelihood that collusion or corruption could occur during the procurement process.</li></ul>
	<b>Vendor Management for ensuring effective Procurement sourcing</b> <ul style="list-style-type: none"><li>• Ensuring Code of Ethics in procurement</li><li>• Development of new sources and Registration of Vendors</li><li>• Supplier Development &amp; Outsourcing model</li><li>• Vendor Performance Monitoring and Rating</li><li>• Removal of Firms from List of Registered Vendors</li><li>• Banning and Blacklisting of Firms</li></ul>

**Day - 2**  
**01 March, 2023 (Wednesday)**

TIMINGS	SESSIONS
10:00 am - 1:00 pm	<b>Existing Public Procurement Guidelines – Challenges &amp; Areas of concern</b> <ul style="list-style-type: none"> <li>• Fundamental principles of Public Procurement</li> <li>• Financial Prudence</li> <li>• Risk perspective</li> <li>• Intricacies in Government procurement</li> <li>• Trends in procurement procedures</li> <li>• General Financial Rules (GFR) application w.r.t. CPP Portal and GeM, its process flow, challenges &amp; complexities</li> </ul>
	<b>Present Regulatory Framework for Public Procurement</b> <ul style="list-style-type: none"> <li>• CVC Guidelines, CCI and Govt. orders</li> <li>• Procurement manual of state and public sectors</li> <li>• Limitations of existing procurement procedures</li> <li>• Trends in procurement procedures manual to E-Tendering</li> <li>• Best practices in E-Tendering</li> </ul>
01:00 pm - 02:00 pm	<b>Lunch</b>
2:00 pm - 5:30 pm	<b>Public Procurement Process</b> <ul style="list-style-type: none"> <li>• Procurement planning/Indenting and Estimate followed by case studies</li> <li>• Bid documentation and Bid invitation (NIT):Basic structure of Tender</li> <li>• Drafting of NIT for Tendering : Determining Qualifying Criteria, Tech specs</li> <li>• Deciding the Mode of Procurement, Bid System, Pre NIT /Pre-bid Conference and Financial Prudence</li> <li>• Strategic decisions: Firm / Variable Price, Price Variation Clause ,Advance mobilization and payment terms General Conditions of Contract (GCC) and Special Conditions of Contract (SCC) ,Critical areas in tender documentation followed by case studies</li> <li>• Bidding process and Need for dynamic tendering procedures</li> <li>• Risk perspective at all stages starting from planning to bidding to execution to consumption followed by case studies</li> <li>• Intricacies in Government procurement followed by case studies</li> <li>• Preventive Vigilance &amp; Public Procurement</li> </ul>
	<ul style="list-style-type: none"> <li>• Make in India &amp; Public Procurement: How Purchase Preference linked with Local Content (PP-LC) encourage suppliers &amp; service providers &amp; add value to goods &amp; services by adopting Make in India-Critical areas ,Challenges in implementation with case studies</li> </ul>

**Day - 3**  
**02 March, 2023 (Thursday)**

TIMINGS	SESSIONS
10:00 am - 1:00 pm	<ul style="list-style-type: none"> <li>• Procurement Modules for CAPEX and OPEX :Long Term Contracts for CAPEX with MARC /Life Cycle Cost, Rate/Running Contracts/Depot Agreement For OPEX for JIT (Just in Time) Procurement</li> <li>• Category Management/RFI/RFT/RFX/RFP/RFB - Aligning Resources, Developing a Category Strategy and Engaging Stakeholders for Successful Category Management.</li> <li>• Reverse Auction Methods and Challenges followed by case studies</li> </ul> <p><b>Commercial Contracts and Dispute Resolution Mechanism and Resolution of Disputes- Arbitration proceedings</b></p> <ul style="list-style-type: none"> <li>• Dispute resolution (emphasis on arbitration)</li> <li>• Jurisdiction</li> <li>• Court views on amended Arbitration Act</li> <li>• Need for Arbitration,</li> <li>• Arbitration clause</li> <li>• Amendment in The Arbitration Act</li> <li>• Strategies for successful arbitration</li> </ul>
01:00 pm - 02:00 pm	<b>Lunch</b>
2:00 pm - 5:30 pm	<p><b>Effective Strategic Procurement Sourcing &amp; Process Management: Supply Chain Management and Optimizations</b></p> <ul style="list-style-type: none"> <li>• KPIs for effective sourcing</li> <li>• Drivers of improved procurement performance</li> <li>• Supplier Selection and Relationship Management - Developing relationships during renegotiation, supplier relationship management, the financial impact on supplier management and vested outsourcing</li> <li>• EOQ (Economic Order Quantity) concept and its application</li> <li>• Vendor Selection and Evaluation</li> <li>• Vendor Development – Value Drivers</li> </ul> <p>• Competition in Tendering and Vendor Development strategies and methods and decisions – Value drivers with case studies</p>

**Day - 4**  
**03 March, 2023 (Friday)**

TIMINGS	SESSIONS
10:00 am - 1:00 pm	<p><b>Drafting of Commercial Contracts</b></p> <ul style="list-style-type: none"> <li>• Essentials of drafting a contract</li> <li>• Importance of structuring contract and legal aspects relating to L/D, B/G, Indemnity, Force Majeure, Dispute Resolution, termination, jurisdiction etc.</li> <li>• Structuring the Agreement</li> <li>• Types of contract (contract of guarantee and indemnity, wagering and contingent)</li> <li>• Review of relevant clauses of the agreement before signature</li> </ul>
	<p><b>Contract administration &amp; management</b></p> <ul style="list-style-type: none"> <li>• Ensuring submission of pre-conditions under the contract (BG, PG, Indemnity Bond etc.).</li> <li>• Periodic review and checklist</li> <li>• Indemnification</li> <li>• Insurance</li> <li>• Amendments, addendum</li> <li>• Ensuring fulfillment of contractual obligations including warranty obligations by the supplier</li> <li>• Monitoring of Contract, Termination, extension, waiver, notice for damages etc.</li> <li>• Installation, Testing and Commissioning, Delay analysis</li> <li>• Determination of Purchaser's L/D Claim, Settlement of Price Variation in terms of PVC</li> <li>• Release Performance Security</li> <li>• Breach, Remedy</li> </ul>
01:00 pm - 02:00 pm	<p><b>Lunch</b></p>
2:00 pm - 5:30 pm	<p><b>EPC (Engineering, Procurement and Construction) Contract</b></p> <ul style="list-style-type: none"> <li>• Issues and Challenges of EPC Contract</li> <li>• Scope of work and technical specifications</li> <li>• Payment and Price</li> <li>• Time, Cost</li> <li>• Variations, Quality</li> <li>• Assignability and sub-contracting</li> <li>• Reporting</li> </ul>
	<p><b>Contract Termination/Renewal Decision</b></p> <ul style="list-style-type: none"> <li>• Periodic Review of contract and delay analysis, followed by case studies</li> <li>• Economic evaluation of business Contracts, monitoring the price contracts.</li> <li>• Establish and improve work System for Continuous review and maintenance of all standard documents and evaluate existing contracts</li> <li>• Evaluate Supplier Performance, your requirements and the Market price and competition for Contract termination/renewal decision.</li> <li>• KPIs to Measure the Performance of Your Contracts followed by case studies</li> </ul>
	<p><b>Valedictory followed by Distribution of Certificates</b></p>

## Registration & Program Charges

<b>Training Venue</b>	Hotel Madhuban 97, Rajpur Road, Dehradun 248001, Uttarakhand
<b>Training Date</b>	28 February, 2023 - 03 March, 2023
<b>*Residential Program Fee</b>	INR 61,301/- (INR 51,950 + 18% GST) per participant
<b>**Non-Residential Program Fee</b>	INR 40,415/- (INR 34,250 + 18% GST) per participant

<b>For Individual Nomination</b>	No Discount is applicable
<b>For Standard Group of 2 - 3 nominations from one organization</b>	We will be offering a discount of 5% on Program Fee
<b>For Prime Group of minimum 4 &amp; above nominations from one organization</b>	We will be offering a discount of 10% for the additional participants. <i>(Example: in case of 6 nominations from one organization, out of 6, 3 nominations will be eligible for 10% discount)</i>

- **\*IICA Residential Program Fee includes** 4 nights stay arrangement, 4 Breakfast/4 Lunch/4 Dinner on Buffet set up, study material in soft copy and does not include transfer to the hotel/venue and airport, local travel and air-travel.
- **\*\*IICA Non-Residential Program Fee includes** Lunch and two time tea with cookies, study material in soft copy and does not include transfer to the hotel/venue and airport, local travel and air-travel.
- Seats are limited & on a first-come first-serve basis.

### IICA RESIDENTIAL PROGRAMME SCHEDULE

28 Feb, 2023 Day 1	01 March, 2023 Day 2	02 March, 2023 Day 3	03 March, 2023 Day 4	04 March, 2023
Arrival day- Check in from 01:00 pm onwards	<b>Breakfast</b> Forenoon sessions	<b>Breakfast</b> Forenoon sessions	<b>Breakfast</b> Forenoon sessions	<b>Departure day- check out by 10:30 am</b>
<b>Lunch</b> (01:30pm-03:00pm)	<b>Lunch</b> (01:00pm-2:00pm)	<b>Lunch</b> (01:00pm-02:00pm)	<b>Lunch</b> (01:00pm-2:00pm)	
1/2 day post lunch sessions	Post Lunch sessions	Post Lunch sessions	Post Lunch sessions	
<b>Dinner</b>	<b>Dinner</b>	<b>Dinner</b>	<b>Dinner</b>	

### Payment Mechanisms: NEFT Details:-

S. No.	Particulars	Details
1.	Name of the Beneficiary	Indian Institute of Corporate Affairs
2.	Account Number	604810210000007
3.	Type of Account	Saving Account
4.	Bank Name & Branch	Bank of India, Manesar Branch, Haryana
5.	NEFT IFSC Code	BKID0006705



## Major Participants & their experience in our earlier Capacity Building Programmes

### **GOVERNMENT, PSUs & AUTONOMOUS**

1)	Ministry of MSME	2)	DC-MSME, New Delhi
3)	Directorate of Industries, Uttarakhand	4)	Office of Development Commissioner (Handicrafts)
5)	Bridge and Roof Co. (India) Ltd.	6)	HEC Ltd.
7)	State Bank of Hyderabad	8)	The Institute of Company Secretaries of India
9)	RITES Ltd.	10)	Haryana Power Generation Corporation Ltd.
11)	Central Bank of India	12)	Cochin Special Economic Zone (CSEZ)
13)	Indian Institute of Public Administration	14)	Regional Centre for Biotechnology
15)	State Bank of India	16)	DGS&D
17)	SIDBI	18)	Oriental Bank of Commerce
19)	NSKFDC	20)	GAIL Training Institute
21)	District Industries Centre, Lunglei, Mizoram	22)	National Highways & Infrastructure Development Corporation Ltd
23)	Indian Railways Institute of Signal Engineering and Telecommunications	24)	Unique Identification Authority of India (UIDAI)
25)	Green Gas Ltd.	26)	Bank of Maharashtra
27)	Rail Vikas Nigam Ltd.	28)	DSIIDC
29)	National Handloom Development Corporation Ltd.	30)	Indian Renewable Energy Development Agency Limited
31)	Syndicate Bank	32)	The Jammu & Kashmir Bank Ltd.
33)	Vijaya Bank	34)	United Bank of India
35)	Utkarsh Micro Finance Ltd.	36)	AU Small Finance Bank Ltd.
37)	NLC India Limited	38)	BHEL
39)	NEPA Ltd.	40)	Cochin Shipyard Ltd.
41)	Agriculture Insurance Company of India Ltd	42)	Mangalore Refinery and Petrochemicals Ltd
43)	IFCI Limited	44)	Western Coalfields Ltd.
45)	Maharashtra Industrial Development Corporation	46)	The New India Assurance Co. Ltd.
47)	MSTC Ltd.	48)	Canara Bank
49)	National High Speed Rail Corporation Ltd.	50)	Hindustan Petroleum Corporation Limited
51)	Power Grid corporation of India Limited	52)	Directorate of Industries (Pune)

53)	Kerala state Rubber Co-operative Ltd	54)	RailTel Corporation of India Ltd.
55)	Employees Provident Fund Organisation	56)	NMDC LIMITED
57)	Ministry of Skill Development And Entrepreneurship	58)	Mahanadi Coalfields Limited
59)	Power Finance Corporation Ltd	60)	Central Mine Planning & Design Institute Limited
61)	National Cooperative Development Corporation	62)	Eastern Coalfields Limited
63)	United India Insurance Co. Ltd.	64)	Bharat Dynamics Ltd.
65)	Steel Authority of India Ltd	66)	Container Corporation of India
67)	Ministry of Finance, Department of Expenditure	68)	MOIL Limited
69)	Rashtriya Chemicals & Fertilizers Ltd.	70)	India Government Mint
71)	Security Paper Mill	72)	SJVN Limited
73)	National Aluminium Company Limited	74)	ECGC Ltd
75)	Indian Oil Corporation Limited	76)	National Atlas & Thematic Mapping Organisation
77)	Handicrafts Development Corporation of Kerala Ltd.	78)	Goa Shipyard Ltd.
79)	Inland Waterways Authority of India	80)	Broadcast Engineering Consultants India Ltd
81)	Physical Research Laboratory	82)	The Automotive Research Association of India
83)	MECON Limited	84)	GSPL India Gasnet Ltd.
85)	Pension Fund Regulatory and Development Authority	86)	THDC India Ltd.
87)	Indian Port Rail & Ropeway Corporation Limited	88)	General Insurance Corporation of India
89)	Chennai Petroleum Corporation Limited	90)	Mumbai Metro Rail Corporation Ltd.
91)	Chennai Metro Rail Limited	92)	Kholongchhu Hydro Energy Limited
93)	Bharat Petroleum Corporation Limited	94)	Oil India Ltd.
95)	Ministry of Development of North Eastern Region	96)	Engineers India Limited
97)	Airport Authority of India	98)	Mazagon Dock Shipbuilders Limited
99)	New Space India Limited	100)	Land Ports Authority of India
101)	Uttarakhand Tourism Development Board	102)	India Infrastructure Finance Company Limited
103)	Department for Promotion of Industry and Internal Trade	104)	The Institute of Chartered Accountants of India
105)	Pawan Hans Ltd.	106)	Ministry of Tribal Affairs
107)	Jawaharlal Nehru Port Trust	108)	Antrix Corporation Ltd
109)	Numaligarh Refinery Ltd.	110)	South Eastern Region Pipelines

111)	Hindustan Steelworks Construction Limited	112)	Chennai Mathematical Institute
113)	Narcotics Control Bureau	114)	Oil Industry Development Board
115)	BalmerLawrie& Co. Ltd	116)	NABARD
117)	Indian Overseas Bank	118)	RailTel Corporation of India Ltd
119)	Bharat Electronics Ltd.	120)	Indian Oil Corporation Ltd.
121)	REC Ltd.	122)	Damodar Valley Corporation
123)	Bhakra Beas Management Board	124)	Ministry of External Affairs
125)	Bangalore Metro Rail Corporation Limited	126)	The Institute of Secretariat Training & Management (ISTM)
127)	Ministry of Housing and Urban Affairs	128)	Kochi Metro Rail Limited
129)	Town and Country Planning Organization	130)	Agriculture Insurance Company of India Ltd
131)	National Buildings Organisation (NBO)	132)	Indian Institute of Technology Roorkee
133)	Indian Institute of Technology- Palakkad	134)	Institute of Hotel Management Catering Technology and Applied Nutrition
135)	Odisha Community Tank Development Management Society	136)	Institute of Hotel Management Catering Technology And Applied Nutrition, Srinagar
137)	Institute of Hotel Management, Bhopal	138)	Nuclear Power Corporation of India Limited
139)	RajyaSabha Secretariat	140)	Power System Operation Corporation Limited (POSOCO)
141)	Air India Engineering Services Limited	142)	SEEPZ-Special Economic Zone
143)	Security Printing and Minting Corporation of India		

### **SME's & CORPORATES**

144)	Daksha Imaging Technologies Pvt. Ltd.	145)	Mohali Industries Association
146)	M/s IAC Electricals Pvt. Ltd.	147)	Rangsuutra Crafts India Ltd
148)	M.P. Small Scale Industries Organization (MPSSIO)	149)	Udaipur Chamber of Commerce and Industries (UCCI)
150)	Sirohi Agro Foods Pvt. Ltd.	151)	Evonne Industries Pvt Ltd.
152)	BeriUdyog Pvt. Ltd.	153)	Hind Pharma
154)	SavioTexcone Pvt. Ltd.	155)	Vindas Chemical Pvt. Ltd
156)	T.C. Agro Food Industries	157)	M/s. Yamuna Cable Accessories Pvt. Ltd.
158)	Gautam Buddha University	159)	M/s Pooja International
160)	Orica	161)	Bayer Bio Science Pvt. Ltd.
162)	Primo Foods Pvt. Ltd.	163)	Neetee Clothing Pvt. Ltd.
164)	Devans Modern Breweries Ltd.	165)	Chelsea Mills
166)	Royal Enfield (A Unit of Eicher Motors Ltd.)	167)	Elcomponics Sales Pvt Ltd

168)	Goodie International Pvt. Ltd.	169)	Hyundai Motor India Engineering Private Limited
170)	Bookmyooh.com	171)	SGA Power Systems (P) Ltd
172)	Bovian Health Care Pvt. Ltd.	173)	Sakata Seed India Pvt Ltd.
174)	R.S Infraprojects Pvt. Ltd.	175)	Unicon Human Power Pvt. Ltd.
176)	mtandt Rentals Limited	177)	FIS Payment Solutions & Services India Pvt. Ltd.
178)	Jotwire India Pvt Ltd	179)	Financial Software & Systems Pvt. Ltd.
180)	Oasis Electronics	181)	Glassco Laboratory Equipments Pvt. Ltd
182)	Indian Industries Association	183)	LIC of India
184)	GKB Rx Lens Pvt. Ltd	185)	Ranvik Exports Pvt. Ltd.
186)	Adkindia LLC	187)	BIORx Venture Advisors Pvt. Ltd
188)	Visa Info World Pvt Ltd	189)	Parihar Enterprises
190)	Apex Cluster Development Services Pvt Ltd	191)	VLCC Personalcare Ltd.
192)	Japan Art Press	193)	Vaishno Merchandise Pvt. Ltd.
194)	WEBTEL ELECTROSOFT PVT. LTD.	195)	ManavRachana University
196)	Amity University	197)	Rus Exim Pvt. Ltd.
198)	IPE Global Limited	199)	Oxford University Press
200)	Council for Leather Exports	201)	Satvastu Consulting Group
202)	Indian Industry Experts Network	203)	Okhla Garment & Textile Cluster
204)	R Bhargav& Associates	205)	Federation of Madhya Pradesh Chambers of Commerce and Industry
206)	JCB India Limited	207)	IL&FS Clusters
208)	Cresigns Studio	209)	Federal Bank
210)	AVQI	211)	PC Solutions Pvt. Ltd.
212)	IKIGAI	213)	Ambuja Overseas
214)	Karvy Financial Services Ltd.	215)	Ignited Business Network
216)	SMBCConnect	217)	Suparna Herbs (India) Pvt. Ltd.
218)	WWSO	219)	Marvelaa
220)	Top Surveying (India) Pvt. Ltd.	221)	AICOSMIA
222)	Confederation of Horticulture Associations of India	223)	Weaverbird Engineering & Technology
224)	Buzzaria	225)	Adastra
226)	Personalive IT Solutions	227)	ennovationsTechserv Pvt. Ltd.
228)	Regnant Group	229)	IamSMEofIndia
230)	Parashvanaath Insurance Solutions	231)	G Next Media Pvt. Ltd.
232)	The NorthCap University	233)	Al-AzharTechnocrafts (P) Ltd.
234)	Quality Services & Training Pvt. Ltd.	235)	SatyugDarshan Technical Campus
236)	Solution Platter	237)	Power2SME
238)	NSE Emerge	239)	BRICS International Forum
240)	BRICS CCI	241)	CMAI Association of India
242)	Indian Startups	243)	Swan Industries Pvt. Ltd.
244)	Combustion Research Associates	245)	City Union Bank Ltd.
246)	Securico Electronics India Ltd.	247)	Change Alliance Pvt. Ltd.
248)	Bayer Vapi Private Limited	249)	Bayer BioScience Private Limited
250)	Bayer CropScience Limited	251)	Bayer Seeds Private Limited
252)	Mytrah N4 Electric Pvt. Ltd.	253)	Jaipuria Institute of Management
254)	Yutaka Autoparts India Pvt Ltd	255)	PTC India Financial Services Limited
256)	HDFC Bank Ltd.	257)	Yes Bank
258)	Global FoodTech Consultants	259)	SKG Consultants

260)	M/s Resync Auto Solutions Private Limited.	261)	Nandani Medical Laboratories Pvt. Ltd.
262)	DiasparkInfotech	263)	Dubey Associates
264)	Margdarshan Management & Measurement Pvt. Ltd.	265)	Royal Sundaram General Insurance Co. Limited
266)	Super Tech Environmental Services	267)	NETAFIM Irrigation India Pvt. Ltd.
268)	NavkarTechtexPvt Ltd	269)	Popular Vehicles And Services Ltd
270)	Fitjee Limited	271)	Bluetown India Private Limited
272)	Goods And Services Tax Network	273)	Royal Norwegian Embassy
274)	Baxter (India) Pvt. Ltd.		

### **INDUSTRY ASSOCIATION / CHAMBER OF COMMERCE & INDUSTRY**

275)	All India Printing Ink Manufacturers Association	276)	Bahadurgarh Chamber of Commerce and Industry (BCCI)
277)	EBN Learning Private Limited	278)	Indian Industries Association
279)	Marathwada Association of Small Scale Industries & Agriculture (MASSIA)	280)	Mahratta Chamber of Commerce, Industries and Agriculture (MCCIA)
281)	Electronics Association, Nagpur	282)	Electronics City Industries Association
283)	Mohali Industries Association	284)	All India Association of Industries
285)	Bombay Chamber of Commerce and Industry	286)	eMERG (Engineering Manufacturer Entrepreneurs Resource Group)
287)	Chamber of Industrial & Commercial Undertakings (CICU)	288)	Automotive Component Manufacturers Association of India
289)	IamSMEofIndia	290)	Federation of Buying Agents
291)	Indian Society of Lighting Engineers (ISLE)	292)	LEDMA



## Participants Voice & Experience Sharing

Organization	Designation	Feedback
The Shipping Corporation of India Ltd	Chief Manager	“Excellent example + Case studies gave a deeper perspective”
LIC of India	Dy. Chief Engineer	“Enhancement in knowledge w.r.t. Procurement”
NLC India Limited	Dy. Executive Engineer	“Faculty’s depth of knowledge & realistic case study experience”
Brahmaputra Cracker and Polymer Limited	Senior Manager	“The practical experiences shared by the faculty are very useful & ”
REC Ltd.	Chief Manager (Finance)	“The Presenter, efficiently made an impressive presentation”
Institute of Secretariat Training & Management	Deputy Secretary	“The sessions were very illustrative” “A great learning”
NABARD	DGM	“Thank you, the training was useful” “Sessions are interesting and clarified most of the things”
RailTel Corporation of India Limited	AGM	“Information shared in training was useful. Good to learn some new terms” “Topic was well covered & Explained”
Department of Pension & Pensioners’ Welfare	Under Secretary	“My training at Goa, a marvelous trip. Very very thanks for giving me such opportunity”
Central Warehousing Corporation	Manager	“The training was excellent and the speakers were also expert. We are enlighten through the training & have memorable experience of stay at Goa”
Power System Operation Corporation Limited	Manager (HR)	“Thanks a lot sir for this great lecture”
Baxter (India) Pvt. Ltd.	-	“Sir thank you..it’s a great learning”
Bhakra Beas Management Board	AD(Procurement)	“Learnt a lot with your experience”
Balmer Lawrie& Co. Ltd.	Sr. Manager (HR & OL)	“Really an excellent programme”
Balmer Lawrie& Co. Ltd.	Senior Manager	“Understanding the procedure logically and in easy language with examples. Particularly the session on GFR is useful. Consolidation of all the provisions in a single session”
Balmer Lawrie& Co. Ltd	Senior Manager	“Clear explanation and updation on recent circulars”
RailTel Corporation of India Limited	Senior Manager	“Increased knowledge and alertness towards Tender process”
Damodar Valley Corporation	EE(E)	“A very eventful and wonderful training program”
Balmer Lawrie& Co. Ltd	Assistant Manager	“Valuable advice on clauses of contracts”

	(Commercial)	
New Space India Limited	Finance Head	“The practical examples of the Faculty based on his vast experience was helpful”
Mazagon Dock Shipbuilders Limited	AGM	“Excellent experience & in-depth knowledge”
Airport Authority of India	AGM	“Very good informative programme”
Airport Authority of India	Senior Manager	“Gave a better idea about Procurement processes with examples” “Really amazed at the in-depth knowledge of faculty”
THDC India Limited	Sr. Manager (Contracts)	“Faculty is well versed with the legal issues in contract and replied all my queries. The session is very informative, it certainly helped me in my working in dealing contract” “Faculty is very experience in their field and learning from this programme is certainly helpful in my working. They have clarified all my doubts.
General Insurance Corporation of India	Senior Manager	“Lots of learning from the experiences of a highly interactive and experienced participants group” “Most queries/doubts were cleared in an effective manner by the faculty”
General Insurance Corporation of India	Deputy Manager	“The Programme had more potential approach with relatable examples and situations giving relatable solutions to issues faced in our working”
Bharat Petroleum Corporation Limited	Procurement Officer CPO(M)	“Lot of examples were explained, Real life experience, Good knowledge on each topic”
Bharat Petroleum Corporation Limited	Sr. Manager Fin.(CPOMktg.)	“Very useful & informative”
Chennai Metro Rail Limited	Deputy Manager (CM)	“Speaker was very interactive and covered the topics in interesting manner”
Mumbai Metro Rail Corporation Limited	Sr. DGM (IT)	“Very well organized programme by Mr. Rajesh Batra, IICA. Interested to attend more programmes in future”
Power Grid Corporation of India Ltd.	Sr.GM (CS), CC	“Overall programme is very good and refreshing”
Indian Port Rail & Ropeway Corporation Limited	Jt. General Manager (Finance)	“Enjoyed and learnt the content of the programme”
RailTel Corporation of India Ltd.	Executive Director	“Very good”
Power Finance Corporation Ltd	General Manager	“Programme has been conducted with expected professionalism”
Bharat Dynamics Ltd.	AGM	“Training program is excellent to comply the manual and to meet in time procurement”
GAIL India Limited	Chief Manager	“Excellent Program”
Hindustan Petroleum Corporation Ltd	Chief Procurement Manager	“Very informative touching upon every aspects of Procurement”

MOIL Limited	Sr. Manager	“Overall program is excellent and lectures delivered by guest is very helpful in our working area”
Mahanadi Coalfields Limited	Sr. Manager	“Excellent program. I am fortunate to have attended the program. I will recommend people to attend programs of IICA”
Hindustan Petroleum Corporation Ltd	Category Manager	“All faculties were knowledgeable and good orators who made session interesting”
Mangalore Refinery and Petrochemicals Ltd	Manager	“Program was Well organised in a effective manner for enhancing the knowledge of procurement”
Eastern Coalfields Ltd.	Manager	“Thank You IICA”
Eastern Coalfields Limited	Asst. Manager	“Thank You IICA for the good and well-designed training program conducted with great professionalism”
Central Mine Planning & Design Institute Ltd.	Assistant Manager	“Overall good”
NHIDCL	Assistant Manager (HR)	“It was a well-designed and well organized program”
Ministry of Finance, Department of Expenditure	Section Officer	“The program has been well structured for enhancing the knowledge of procurement and dealing with the issues faced during such procurement”
Ministry of Finance, Department of Expenditure	Section Officer	“Amazing session. Learned a lot and benefitted from the topics discussed. Appreciate the initiative taken”
United India Insurance Co. Ltd.	AO	“Sessions are very helpful for our work profile and many queries were clarified with interaction”

## Program Director & Facilitator

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**Mr. Rajesh Batra**  
Head-Centre for MSME  
Indian Institute of Corporate Affairs  
(Ministry of Corporate Affairs)

Rajesh Batra is currently responsible for several development activities through Capacity Building measures by taking serious initiatives in Entrepreneurship Education, Information, Research and Consultancy, Collaboration for Policy Facilitation, professional endeavors for institutional strengthening, Sector guidelines and advocacy to develop best practices for SMEs.

Over the last 29 years, he has worked in different verticals / domains including 15 years of operational experience in public sector financial organization i.e. The National Small Industries Corporation Limited (NSIC) & Indian Institute of Corporate affairs (IICA), established by Ministry of Finance & Corporate Affairs, extensively in the Policy development work, Business Strategy, Project Management, Imports, Programme management, Procurement / Supply Chain Management (SCM) and Business development. His work required focused attention to the credit analysis, fixing of credit limits for clients, disciplined approach to the collections and recovery, wherever practicable particularly combining critical competencies to fine tune internal operations especially working capital management, regulatory risk and rationalizing the business and financial structure as well as in areas such as promotion, development and financing of Micro, Small and Medium Enterprises as well as Agriculture Rural Industries segments, SME competitiveness enhancement and institutional strengthening.

He was appointed Sole Arbitrator under the Arbitration & Conciliation Act 1996 by the Chairman-cum- Managing Director of NSIC Limited for adjudication of disputes and differences between NSIC Ltd. and Private Business units. Besides, as a member of core team, he worked closely to lead / oversee the matters related with large scale implementation of Activity Plan / Programmes including govt. grant monitoring and administration under the Centrally Sponsored large Schemes of Govt. of India.

Rajesh has done his masters in commerce and postgraduate management courses in the areas of Foreign Trade and Marketing. Currently, Rajesh is with Indian Institute of Corporate Affairs (IICA) as Head, Centre for MSME since 25th April 2014. He is working very closely with the industry and with different GOI offices at the Ministry level, State bodies, industry associations/chambers of commerce, entrepreneurship development institutes, SMEs, national and international supporting partners and banks/financial institutions to ensure capacity building at both ends: at the government level as well as at the industries. He gets invited to speak and chair sessions by organizations such as Ministry of MSME and its constituent institutions, Industry Associations and other leading Institutions as well as for select interaction meeting.

Before joining IICA – an autonomous institution under the Administrative Control of Ministry of Corporate Affairs, Government of India, he was working as Dy. General Manager with India's apex SME development organization – The National Small Industries Corporation Ltd. (NSIC) – The Premier Mini – Ratna Government of India Enterprise under Ministry of Micro, Small & Medium Enterprises.



Rajesh Batra is conferred with “National Award for Excellence in the field of Public Services – MSMEs taking into Global Arena” by H.E. Governor of Mizoram on 7<sup>th</sup> February, 2020