



Indian Institute of  
Corporate Affairs

*Partners in Knowledge. Governance. Transformation.*

*under the aegis of Ministry of Corporate Affairs  
Government of India*



# “Procurement (Procedures, Tenders, Bids) and Contract Management” (7<sup>th</sup> Edition)

11<sup>th</sup> to 14<sup>th</sup> of  
June, 2019 at  
Bangalore



## ABOUT INDIAN INSTITUTE OF CORPORATE AFFAIRS

**Indian Institute of Corporate Affairs** (Website: [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 Manesar, Dist. Gurgaon, 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 TRAINING PROGRAM

**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.

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.

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.

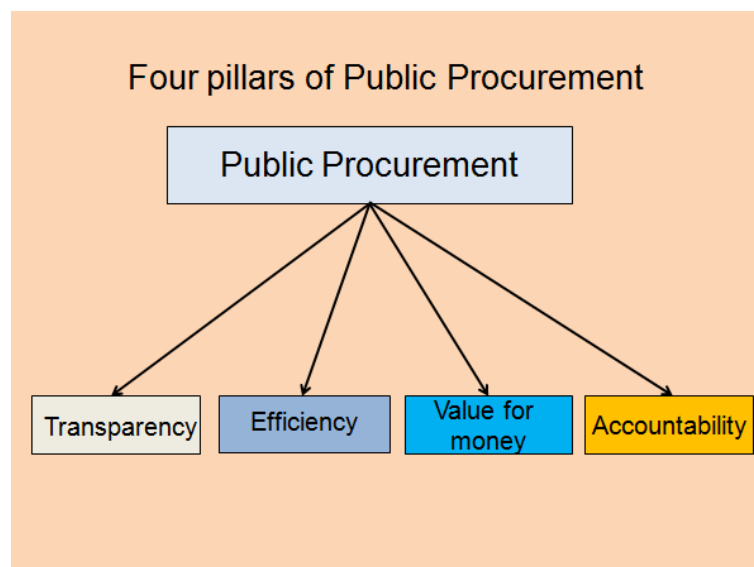
India is a large country and has a very large public institutions / bodies at national & state level besides PSUs and other autonomous organizations. **Public bodies are involved in construction of roads, canals, hospitals, bridges, schools, government buildings / offices etc.** The procurement of goods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

### E-Procurement

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.

**GeM – Government e-Marketplace** 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.

With the Central Government Ministries and undertakings buying goods & services of at least Rs.2 lacs to Rs 3 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.



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 several pre-registrations and 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 and the **Indian Institute of Corporate Affairs (IICA) is organizing Four day capacity building program on “Procurement (Procedures, Tenders, Bids) and Contract Management” (7<sup>th</sup> edition) at Bangalore**, to improve overall efficiency and effectiveness of public purchase function on various aspects relating to public procurement.

## BENEFITS FOR PARTICIPATING ORGANIZATIONS

- The program focuses 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.
- The program features 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
- Ensure maximum efficiency and economy as well as to maintain competitiveness and transparency through contract administration.
- Evaluate Supplier Performance, your requirements and the Market price and competition for Contract termination/renewal decision.
- Protect your company from undue price increases.
- Improve risk management.
- Map and improve processes.
- Facilitating pre & post contract management.

## MAJOR PARTICIPANTS & THEIR EXPERIENCE IN OUR EARLIER CAPACITY BUILDING PROGRAM - "PROCUREMENT (PROCEDURES & CONTRACTING), TENDERS, BIDS & CONTRACT MANAGEMENT"

Encouraged with the success of our earlier **capacity building program** on "**Procurement (Procedures & Contracting), Tenders, Bids & Contract Management**", we feel immense pleasure to share with you list of some of the major participants representing PSUs, Government Departments, Corporate and other private organizations along with their **feedback analysis**:-

Container Corporation of India, Indian Railways, Rites Ltd., RailTel Corporation of India Ltd.	National Highways & Infrastructure Development Corporation Ltd	Steel Authority of India Ltd
Cochin Shipyard Ltd	MSTC Ltd	NMDC Limited
Western Coalfields Ltd, Eastern Coalfields Limited, Mahanadi Coalfields Limited, Central Mine Planning & Design Institute Limited	Bayer Seeds Private Limited, Bayer CropScience Limited, Bayer BioScience Private Limited, Bayer Vapi Private Limited	Power Grid Corporation of India Limited
Mangalore Refinery and Petrochemicals Ltd	Maharashtra Industrial Development Corporation	National Aluminium Company Limited
IFCI Limited	NLC India Limited	SJVN Limited
Rashtriya Chemicals & Fertilizers Ltd	Directorate of Industries, Pune Region	National High Speed Rail Corporation Ltd.
Security Paper Mill, India Government Mint	NETAFIM Irrigation India Pvt. Ltd	Agriculture Insurance Company of India Ltd
State Bank of India	Syndicate Bank	Canara Bank
GAIL India Limited	Mytrah N4 Electric Pvt. Ltd.	Goa Shipyard Ltd.
Ministry of Finance, Department of Expenditure	Employees Provident Fund Organisation	Unique Identification Authority of India (UIDAI)
Goods And Services Tax Network	Power Finance Corporation Ltd	The New India Assurance Co. Ltd
Ministry of Skill Development and Entrepreneurship	National Cooperative Development Corporation	Glassco Laboratory Equipments Pvt. Ltd.
MOIL Limited	United India Insurance Co. Ltd.	Bharat Dynamics Ltd.
Hindustan Petroleum Corporation Limited,	Handicrafts Development Corporation of Kerala Ltd.	National Atlas & Thematic Mapping Organisation
Indian Oil Corporation Limited	Jaipuria Institute of Management	



## LEARNING OBJECTIVES

- 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 help the participants understand intricacies of procurement in PSUs, Railways, Defence, Health, Aviation, Telecom, Construction and other Central & State Govt. Departments.
- Provide necessary analytical support in respect of high value contracts.
- Renegotiate Contract in changed market forces.
- 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.
- How to structure contracts
- 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
- Learn to make use of effective styles of contract writing
- Understand how the importance of contracts will differ among international suppliers
- Align understanding of the principles for writing contract language that is clear and ideally suited for international procurement situations

## WHO SHOULD ATTEND

- CEOs & CFOs/Government Officials and Decision Makers from various Government of India agencies, Ministerial Departments including audit and vigilance agencies, State transport authorities, international financial institutions, unilateral agencies, Embassies officials etc.
- Heads of Procurement, Purchasing & Supply Managers, Finance & Accounts Managers, Contract Managers, Procurement Managers, Business Development Managers, Operation Managers, Project Managers, Commercial Managers, Auditors & Supply Controllers, Administrative Officers, All Managers involved in Purchasing Operations in PSUs, Defence, Railways, CPWD, Health, Aviation, Telecom, Construction and other Central & State Govt. Departments., Managers/Department/Division Heads of Finance, Stores & Purchase from Municipalities, Hospitals, School Boards & Academic Institutions.

## PROGRAM HIGHLIGHTS

- Dedicated four days (11-14 June, 2019) packed with interactive sessions comprising slide shows, study material and experience sharing etc.
- A certificate of Participation will be awarded to the participants after the successful completion of the program by IICA.

**PROGRAM LEARNING CONTENT / COVERAGE****DAY-1 (11<sup>th</sup> June, 2019)**

<b>10:00 - 10:30</b>	Registration
<b>11:00 onwards</b>	Opening session – Setting the Context
<b>11:15 – 11.30</b>	Tea-break
<b>Session 1</b>	<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>• <b>The Process Accelerator : How E-procurement can bring efficiencies in Government &amp; PSUs</b></li></ul> Q & A Session
<b>Session 2</b>	<b>Present Regularly Framework for Public Procurement</b> <ul style="list-style-type: none"><li>• CVC Guidelines</li><li>• General Financial Rules (GFR)</li><li>• Limitations of existing procurement procedures</li><li>• Preventive Vigilance &amp; Public Procurement</li></ul> Q & A Session
	Networking Lunch
<b>Session 3</b>	<b>Procurement Process</b> <ul style="list-style-type: none"><li>• Procurement planning</li><li>• Tendering / Bidding process</li><li>• Risk management at tender stage</li><li>• Need for dynamic tendering procedures</li><li>• Strategic decisions</li><li>• Firm / Variable Price, Price Variation Clause</li><li>• Determining Qualifying Criteria</li><li>• Deciding the Mode of Procurement, Bid System, Pre-bid Conference</li></ul> Q & A Session
<b>Session 4</b>	<b>Bid documentation and Bid invitation (NIT)</b> <ul style="list-style-type: none"><li>• Basic structure of Tender</li><li>• General Conditions of Contract (GCC) and Special Conditions of Contract (SCC)</li><li>• Critical areas in tender documentation</li></ul> Q & A Session
<b>Session 5</b>	Case study on valid contract/LOI/MOU and Q/A

**DAY-2 (12<sup>th</sup> June, 2019)**

<b>Session 1</b> <b>10:00 am</b>	<b>Basics of Contracting</b> <ul style="list-style-type: none"><li>• What is a contract</li><li>• Essential elements of valid contract</li><li>• Rate Contract and its distinctive features</li><li>• Withdrawal of acceptance</li><li>• Discharge of Contracts</li><li>• Rate Contract and its distinctive features</li><li>• Contract/ Agreements for Consultancy Services</li><li>• LOI and MOU</li><li>• Court views on LOI/MOU</li><li>• Law of Agency</li><li>• Obligations of Principal and Agent</li></ul> Q & A Session
<b>Session 2</b>	<b>Drafting of Commercial Contracts</b> <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>• Template contract</li><li>• Types of contract (contract of guarantee and indemnity, wagering and contingent)</li><li>• Review of contract before signature</li></ul> Q & A Session
	Networking Lunch
<b>Session 3</b>	<b>Contract Negotiations</b> <ul style="list-style-type: none"><li>• How to Reduce the risk of delaying a project by using contract negotiations</li><li>• Contract Negotiations steps</li><li>• How to Renegotiate Contract in changed market forces.</li><li>• Process for negotiating</li></ul> Q & A Session
<b>Session 4</b>	<b>Contract administration &amp; management</b> <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</li><li>• Termination, extension, waiver, notice for damages etc.</li><li>• Installation, Testing and Commissioning</li><li>• Delay analysis</li><li>• Determination of Purchaser's L/D Claim</li><li>• Settlement of Price Variation in terms of PVC</li><li>• Release Performance Security</li><li>• Breach</li><li>• Remedy</li></ul> Q & A Session
<b>Session 5</b>	<b>E-Auction &amp; Disposal</b> <ul style="list-style-type: none"><li>• Broad E-Auction methodology</li><li>• Broad parameters under E-Auction<ul style="list-style-type: none"><li>✓ Scale of auction</li><li>✓ Competition</li><li>✓ Price uncertainty</li><li>✓ Standardization</li></ul></li><li>• Framing the auction design and the Reserve Price</li><li>• Steps required to expedite the disposal</li></ul> Q & A Session

**DAY-3 (13<sup>th</sup> June, 2019)**

<b>Session 1</b> 10:00 am	<b>EPC (Engineering, Procurement and Construction) Contract</b> <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</li><li>• Cost</li><li>• Variations</li><li>• Quality</li><li>• Assignability and sub-contracting</li><li>• Reporting</li></ul> Q & A Session
<b>Session 2</b>	<b>E-Contract</b> <ul style="list-style-type: none"><li>✓ Definition of e-contract</li><li>✓ Basic elements of e-contract<ul style="list-style-type: none"><li>○ Addressee</li><li>○ Intermediary</li><li>○ Originator</li></ul></li><li>✓ Law governing e-contract</li><li>✓ E-contract and Information Technology Act, 2000 (Sec 11, 12 &amp;13)</li><li>✓ Jurisdiction in e-contract (Sec 13 of IT Act)<ul style="list-style-type: none"><li>○ The Time of Dispatch of Electronic Contract</li><li>○ The Place of Dispatch of Electronic Contract</li><li>○ The Time of Receipt of Electronic Contract</li><li>○ The Place of Receipt of Electronic Contract</li></ul></li><li>✓ Digital signature</li></ul> Q & A Session
<b>Session 3</b>	<b>Bid Evaluation &amp; Contract award</b> <ul style="list-style-type: none"><li>• Bid opening</li><li>• Constitution of Technical Committee (TC) and Tender Purchase Committee (TPC)</li><li>• Bid evaluation for goods/services</li><li>• Negotiation- Process, tactics and strategy</li><li>• Contract award</li><li>• Case Study</li></ul> Q & A Session
	Networking Lunch
<b>Session 4</b>	<b>Resolution of Disputes- Arbitration proceedings</b> <ul style="list-style-type: none"><li>• Need for Arbitration</li><li>• Arbitration clause</li><li>• Amendment in The Arbitration Act</li><li>• Strategies for successful arbitration</li></ul> Q & A Session
<b>Session 5</b>	<b>International Contract and dispute resolution mechanism</b> <ul style="list-style-type: none"><li>• Legal aspects of international trade (Critical clauses that should be included in every international contract)</li><li>• Passing of title and risk</li><li>• Dispute resolution (emphasis on arbitration)</li><li>• Jurisdiction</li><li>• Court views on amended Arbitration Act</li></ul> Q & A Session



**DAY-4 (14<sup>th</sup> June, 2019)**

<b>Session 1</b> <b>10:00 am</b>	<b>Contract termination/renewal decision</b> <ul style="list-style-type: none"><li>• Periodic Review of contract.</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></ul> Q & A Session
<b>Session 2</b>	<b>Effective Strategic Sourcing</b> <ul style="list-style-type: none"><li>• KPIs for effective sourcing</li><li>• Drivers of improved procurement performance</li><li>• Just In Time (JIT)Procurement</li><li>• EOQ (Economic Order Quantity) concept and its application</li><li>• Vendor Selection and Evaluation</li><li>• Vendor Development – Value drivers</li></ul> Q & A Session
	Networking Lunch
<b>Session 3</b>	<b>Futuristic Opportunities for SMEs &amp; Corporate houses in Public Procurement through Offset policy and multiplier provisions</b> <p><b>This year India’s Defence Budget has increased by 6.87% to Rs.3.18 lakh crore against last year’s allocation of Rs.2.98 lakh crore and the government wants a significant proportion of this to be manufactured in India.</b></p> <p><b>Offset Policy for Defense Procurement</b> - Offset under defense purchases are suitably focused to support the SMEs &amp; Indian Corporate houses in the country, in upgrading their capacities, capabilities &amp; technology.</p> <ul style="list-style-type: none"><li>• Understanding of off-set proposals.</li><li>• Fulfillment of off-set obligations in terms of direct purchases and direct foreign investments</li><li>• Offset Procedure</li><li>• Defence offset Obligations</li><li>• Compliance with the offset obligations</li></ul> Q & A Session
<b>Session 4</b>	How Purchase Preference linked with Local Content (PP-LC) encourage suppliers & service providers & add value to goods & services by adopting Make in India in Oil & Gas Sector

## Registration & Program Charges

Procurement (Procedures, Tenders, Bids) and Contract Management	
Date	11-14 June, 2019
Venue: The Galaxy Club Brigade Gateway, 26/1 Dr. Rajkumar Rd., Malleswaram West, Bangalore – 560 055	Non Residential – Rs.37,760/- (Rs.32,000/- plus 18% GST)

### **Please note:**

- 5% discount for minimum two attendees from one organization
- 10% discount for minimum three attendees or more from one organization
- Limited seats, Registration on the basis of first come, first serve and nominations will not be accepted after 05<sup>th</sup> June, 2019.
- **IICA Non-Residential Program registration fee includes** Lunch and two time tea with cookies, study material/content and does not include transfer to the hotel/venue and airport, local travel and other travelling cost.

### **Payment Mechanisms:**

#### **A. NEFT Details:-**

S. No.	Particulars	Details
1.	Name of the Beneficiary	Indian Institute of Corporate Affairs
2.	Account Number	604810210000007
3.	Type of Account	SB-10
4.	Name & Address of Bank Branch	Bank of India, Electronic Niketan, CGO Complex, Lodhi Road, New Delhi-110003
5.	Branch Code	6048
6.	MICR Code	110013052
7.	NEFT IFSC Code	BKID0006048

- B. Demand Draft:** The programme fee may also be paid through a demand draft drawn in favour of “Indian Institute of Corporate Affairs” payable at New Delhi.

## **Participants Feedback & Experience Sharing**

**Some of the feedback we have received on the recent capacity building program - Procurement (Procedures & Contracting), Tenders, Bids & Contract Management is given below:**

**“Excellent Program”**

Mr. Yogendra Singh, **Chief Manager, GAIL India Limited**

**“Training program is excellent to comply the manual and to meet in time procurement”**

Mr. V. Nama Naik, **Additional General Manager, Bharat Dynamics Ltd.**

**“Program was Well organised in a effective manner for enhancing the knowledge of procurement”**

Mr. Sampath Rai B, **Manager, Mangalore Refinery and Petrochemicals Ltd**

**“It provides a good platform of doubt clearing”**

Mr. Tushar Kanti Banerjee, **National Atlas & Thematic Mapping Organisation**

**“Very good”**

Mr. Shaminder Singh, **Executive Director, RailTel Corporation of India Ltd.**

**“Overall program is excellent and lectures delivered by guest is very helpful in our working area”**

Mr. Kumar Abhishek, **Sr. Manager, MOIL Limited**

**“The program has been well structured for enhancing the knowledge of procurement and dealing with the issues faced during such procurement”**

Mr. Rikesh Kumar, **Ministry of Finance, Department of Expenditure**

**“Programme has been conducted with expected professionalism”**

Mr. Sandeep Kumar, **General Manager, Power Finance Corporation Ltd**

**“Very informative touching upon every aspects of Procurement”**

Ms. Amita Naik, **Chief Procurement Manager, Hindustan Petroleum Corporation Ltd**

**“Thank You IICA for the good and well-designed training program conducted with great professionalism”**

Mr. Kumar Ratnesh Ranjan, **Eastern Coalfields Limited**

**“Overall good”**

Mr. Aamir Anas, **Central Mine Planning & Design Institute Limited**

**“Sessions are very helpful for our work profile and many queries were clarified with interaction”**

Mr. Sundeep Kumar Vustela, **United India Insurance Co. Ltd.**

Mr. Sundeep Kumar Vustela, **United India Insurance Co. Ltd.**

**“Thank You IICA”**

Mr. K S Chellam Naidu Boni, **Eastern Coalfields Limited**

**“It was a well designed and well organized program”**

Ms. Vandana, **NHIDCL**

**“Excellent program. I am fortunate to have attended the program. I will recommend people to attend programs of IICA”**

Mr. Joyesh Nayak, **Mahanadi Coalfields Limited**

**“All faculties were knowledgeable and good orators who made session interesting”**

Ms. Sunita R Parab, **Hindustan Petroleum Corporation Ltd**



**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.

He has long experience of dealing with promotion, development and financing of Micro, Small and Medium Enterprises as well as Agriculture Rural Industries segments, SME competitiveness enhancement and institutional strengthening. Over the last 25 years, he has worked extensively in the Policy development work, Business Strategy, Project Management, Imports, Program management, Procurement & Logistics / Supply Chain Management (SCM) and Business development. 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 / Programs 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 25<sup>th</sup> 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.

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