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# Report on Global Procurement Summit 2025

**Maximising value addition by procurement through  
Sustainability & Simplification**



**10th -11th February 2025 | Le Meridien, New Delhi, India**





सत्यमेव जयते

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# Report on **AIMA Global Procurement Summit 2025** Maximizing value addition by procurement through Sustainability & Simplification 10 - 11 February, 2025

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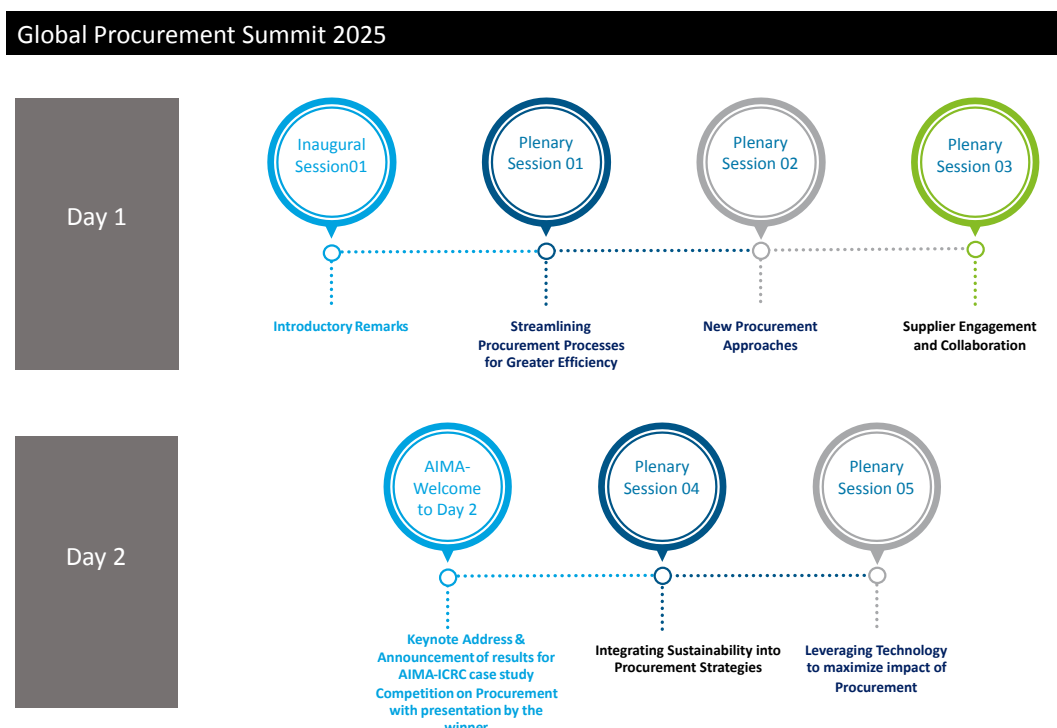
## The Summit – At a Glance

The global procurement landscape is rapidly evolving, with an increasing emphasis on integrating sustainability and simplifying processes. Streamlining procurement processes enhances competition, reduces delays, and ensures better value for money. Sustainable procurement, which incorporates economic, social, and environmental considerations, is crucial for long-term growth and resilience. By simplifying procurement practices and making regulations more transparent, governments and businesses can more easily adopt sustainable sourcing strategies. This, in turn, promotes the selection of suppliers who prioritize eco-friendly and socially responsible practices. Additionally, reducing administrative burdens allows procurement professionals to focus on sustainability criteria, ensuring fair competition and encouraging innovation from suppliers aligned with global sustainability goals.

India’s focus on sustainability and simplifying procurement has made it a leading example in responsible sourcing and efficient procurement practices. Government initiatives aimed at streamlining procurement regulations and reducing complexities have also fostered sustainable growth. By encouraging the integration of sustainability into procurement, India promotes inclusive development while enhancing efficiency and value across supply chains. This approach reflects India’s commitment to environmentally conscious and socially responsible economic progress.

To advance the agenda, the 10th edition of the Global Procurement Summit 2025 (GPS 2025) was held on February 10 - 11, 2025, at Le Meridien, New Delhi. Organized by All India Management Association (AIMA) in collaboration with Ministry of Finance, Government of India, and the World Bank Group (WBG), the summit served as an essential platform for sharing knowledge and discussing innovative procurement strategies. Over 300 delegates, including policymakers, industry leaders, public sector representatives, and international experts, gathered to explore sustainable practices and technological advancements shaping the future of procurement.

A brief overview of the sessions conducted in the two days of the summit have been illustrated below:



The GPS 2025 featured several key themes, including streamlining procurement processes for greater efficiency, exploring new procurement models like Hybrid Annuity, enhancing supplier engagement and collaboration, integrating sustainability into procurement strategies, and leveraging technology to optimize procurement impact.

The sessions focused on enhancing procurement efficiency through streamlined processes, innovative approaches, and strategic supplier engagement. The first session highlighted the need to simplify frameworks, reduce procedural complexities, and improve transparency to boost bidder participation and project execution. The second session explored modern procurement models, such as Hybrid Annuity and Gross Cost Contracts, which blend traditional and contemporary methodologies to optimize cost-effectiveness, risk-sharing, and long-term sustainability. The third session emphasized best practices for supplier engagement and collaboration, addressing risk management and strategies for building strong, long-term partnerships in supply chains.

The discussions also underscored the importance of sustainability and technology in procurement. The fourth session examined ways to integrate sustainable procurement practices that align with global climate goals while promoting inclusive economic growth. Experts highlighted the role of responsible sourcing and environmentally conscious decision-making. The final session delved into technological advancements, including e-procurement platforms, data analytics, and automation tools, which enhance efficiency, transparency, and data-driven decision-making, ultimately transforming procurement processes.

The GPS 2025 provided actionable insights to help stakeholders transform procurement practices, fostering sustainable economic development and promoting global growth. The summit attracted a diverse group of participants, encouraging productive discussions and collaborations among policymakers, public and private sector professionals, and international organizations. It marked a significant milestone in shaping the future of sustainable procurement.

## Day 1

### Inaugural session

The 10th Global Procurement Summit commenced on 10th February 2025 with an emphasis on Maximizing value addition by procurement through Sustainability & Simplification Dignitaries from diverse sectors graced the event, including government officials, representatives from the WBG, Asian Development Bank (ADB), New Development Bank (NDB).

The session was commenced by Ms. Rekha Sethi, Director General, All India Management Association, with her introductory remarks who highlighted the summit acts as a key platform to enhance value creation by streamlining procurement processes, which leads to improved efficiency and the integration of sustainability. It emphasizes the use of technology, fostering supplier engagement and collaboration, and exploring innovative methods for driving rapid and responsible economic growth. The continued use of outdated technology has a substantial negative impact, making public procurement a vital tool for driving positive change. To gain momentum, public procurement must be developed and promoted by the industry, but this is only achievable if officials have the required technical expertise.

The welcome address was delivered by Mr. Nikhil Sawhney, Past President of the All India Management Association and Vice Chairman & Managing Director of Triveni Turbines Ltd. He highlighted the procurement practices adopted by the government agencies, such as the Ministry of Road Transport and Highways



(MoRTH), has made significant improvements in project viability. These improvements have contributed to a transformed economy through the successful construction of roads.

Mr. Sawhney underscored the critical role of procurement in the success of any enterprise, noting that effective procurement practices can either make or break a project. He stressed the need for continuous innovation to enhance efficiency, identifying technology, particularly AI, as a key enabler for improving procurement processes. He highlighted green procurement and AI technologies, such as generative AI and predictive AI, as emerging trends in the field. He explained how generative AI can assist in document preparation, while predictive AI, combined with machine learning, can analyze various outcomes and support more informed decision-making. Additionally, he pointed out that AI can play a crucial role in fraud detection. He also emphasized the importance of trust in public procurement, stating that transparency and accountability are essential for ensuring aligned outcomes and successful project execution.

First keynote address was delivered by Mr. Paul Procee, Operations Manager and Deputy Country Director at the World Bank. He discussed the importance of harmonizing procurement procedures, highlighting that 60-70% of project delays are directly linked to procurement issues. Mr. Procee emphasized that India's future growth depends on strengthening institutional capacities, with procurement playing a central role in the success of development projects. He further stated that procurement is at the heart of World Bank-funded projects, underscoring its critical role in ensuring successful project delivery.

Second keynote Address by Ms. Aarti Mehra, Deputy Country Director, Asian Development Bank, focused on public procurement practices which should be both sustainable and simplified to enhance efficiency and accessibility. The Asian Development Bank (ADB) is fostering a culture that empowers SMEs while maintaining a strong commitment to green procurement, helping countries meet their climate targets. Recognizing simplification as a critical area, the new 2024 procurement model strengthens streamlined processes, making them more consumer-centric and improving post-review mechanisms. Alternative procurement strategies are being introduced to empower procurement systems, ensuring efficiency and transparency. ADB is also supporting cities in assessing their needs and transforming them into bankable projects, ultimately contributing to a sustainable and inclusive future. By integrating sustainability into production capacity, ADB aims to create a resilient and prosperous Asia.

Mr. Sanjay Agarwal, Advisor, Department of expenditure, Ministry of Finance, Gol in his address at the conference emphasized a "Global" approach and highlighted key updates in the Ministry of Finance's 2024 procurement manuals. The revised manuals incorporate extensive changes based on feedback, significantly impacting procurement processes. New arbitration guidelines introduced in June 2024 mandate that high-value disputes beyond a certain threshold be handled by courts. Additionally, procurement managers now have greater decision-making authority. Despite being part of India's procurement framework for four years, the Quality and Cost-Based Selection (QCBS) method remains underutilized. However, it aligns with SDG 12.7, which aims to achieve sustainable public procurement by 2030. The UNEP framework supports this by promoting equal consideration of social, economic, and environmental factors in procurement decisions.

Ms. Anna L Wielogorska, Regional Procurement Manager (South Asia), The World Bank, in her theme address discussed that sustainability is at the core of modern procurement practices, addressing pressing challenges while ensuring long-term efficiency. Recognizing the interconnected nature of procurement and sustainability, the Government of India has revised the General Financial Rules (GFR) to integrate these principles more effectively. A key change is the emphasis on the Quality and Cost-Based Selection (QCBS)

method, which prioritizes quality over cost by incorporating non-price factors into procurement decisions. This approach enhances value for money, ensuring that procurement is not solely driven by the lowest price but also considers long-term impact, efficiency, and sustainability.

## Inaugural Address - Shri. Ajay Tamta, Minister of State (MoS) for Road Transport & Highways, Government of India



*Shri. Ajay Tamta, Minister of State (MoS) for Road Transport & Highways, Government of India addressing*

Shri Ajay Tamta expressed his gratitude to AIMA and its partners for organizing the Global Procurement Summit. He emphasized how the successful execution of this summit over the years has strengthened India's commitment to sustainable and efficient procurement practices on a global scale. By bringing together experts, policymakers, and industry leaders, he highlighted the summit's role as a vital platform for exchanging best practices and innovative strategies that align with the nation's long-term development goals.

Under the visionary leadership of the Honorable Prime Minister, Shri Tamta noted, India continues to expand its global influence by leveraging procurement as a critical driver of economic growth and environmental sustainability. He reiterated the nation's steadfast commitment to sustainable development, particularly in tackling global challenges such as climate change and carbon emissions.

Drawing from his roots in Uttarakhand, Shri Tamta underscored the urgency of environmental conservation and the need for proactive measures to mitigate climate risks. He cited the Ministry of Road Transport and Highways (MoRTH) as an example, which integrates technology to enhance infrastructure while advocating for eco-friendly procurement solutions. Utilizing sustainable materials and adopting waste management practices are, he stressed, essential for building long-term resilience.

He also emphasized the importance of recycling and circular economy models in addressing social and environmental challenges. By promoting green procurement strategies, India can contribute significantly to global human development while advancing its ambitious target of achieving net-zero carbon emissions by 2070. These efforts, he added, align with the broader global agenda and highlight India's leadership in sustainable procurement.

Shri Tamta further highlighted India's remarkable progress in renewable energy, particularly solar power, under the Honorable Prime Minister's guidance. By integrating solar energy solutions into procurement policies, India is not only conserving valuable resources but also advancing its long-term sustainability objectives, including those set for 2047. The Global Procurement Summit, he concluded, serves as a critical forum to foster discussions that ensure procurement strategies align with India's vision for a greener and more resilient future.

## Conclusion

The inaugural session was concluded by Prof. (Dr.) Rohit Singh, Director, AIMA by giving a vote of thanks to all the speakers in the session. Overall, the inaugural session set the stage for in-depth discussions and collaborative efforts to enhance procurement practices for sustainable economic growth and societal well-being.

## Plenary Session 1

### Streamlining Procurement Processes for Greater Efficiency

After the Inaugural session, the event started with session on “Streamlining Procurement Processes for Greater efficiency”. The session was chaired by Mr. Sanjay Agarwal, Advisor, Procurement Policy Division, Department of Expenditure, Ministry of Finance, Government of India. The speakers for this session included Mr. I.P.S. Sethi, Director General, National Informatics Center (NIC), Government of India, Mr. Syed Jawed Ahmed, Executive Director (CMMG), Steel Authority of India Limited, Mr. Brijendra Swaroop, Executive Director Projects, National mission of Clean Ganga, Ministry of Jal Shakti and Mr. Sunil Bhasker, Group General Manager, Procurement National Capital Region Transport Corporation.



(L-R) Mr. I.P.S. Sethi, Director General, National Informatics Center (NIC), Government of India; Mr. Brijendra Swaroop, Executive Director Projects, National mission of Clean Ganga; Mr. Sanjay Agarwal, Advisor, Department of Expenditure, Ministry of Finance, Government of India; Mr. Sunil Bhasker, Group General Manager, Procurement National Capital Region Transport Corporation; Mr. Syed Jawed Ahmed, Executive Director (CMMG), Steel Authority of India Limited ; Dr. Rohit Singh, Director, Centre of Management Education, All India Management Association



Mr. Sanjay Agarwal, Advisor, Department of Expenditure, Ministry of Finance, Government of India

### Recent developments in Public procurement in India - by Mr. Sanjay Agarwal

Mr. Sanjay Agarwal, Advisor, Procurement Policy Division, Department of Expenditure, Ministry of Finance, Government of India discussed recent changes in Government of India's Public procurement Framework. Mr. Aggarwal informed that in 2022, all Central Vigilance Commission (CVC) guidelines pertaining to public procurement and tendering were subsumed into the procurement

manuals issued by the Department of Expenditure (DoE), and that there are no longer any separate CVC guidelines related to public procurement. Recently, the Department of Expenditure issued an updated Manual for Procurement of Goods in August 2024. Key updates include mandatory re-tendering in the case of single-packet bidding if the lowest bidder (L1) withdraws. However, in the case of the two-packet system, if a bidder withdraws before the techno-commercial evaluation takes place, the withdrawn bid will still be evaluated. If the withdrawn bid is found to be technically qualified, its financial bid will also be opened. If the withdrawn bid is determined to be L1, then the tender must be re-tendered.

Another change pertains to the automatic extension of bid deadlines, where e-procurement portals will no longer provide an option for automatic bid extensions if no or only a few bids are received. Instead, the procuring entity must declare beforehand the minimum number of bids required for an extension, and this extension may only happen once.

New measures against cartelization have also been introduced, including mechanisms to identify collusion and implement mitigation strategies. The procuring entity now has the discretion to either award the entire contract to a bidder outside the cartel, split quantities among the cartel bidders, or reject cartelized bids altogether while also excluding offenders from future tenders.

Reverse auctions have been restructured with elimination rules to ensure that only the lowest bidders continue in the auction process.

Accountability measures have been enhanced, including capping liquidated damages (LD) at 5% of the contract value, providing clearer definitions of conflicts of interest and the required declaration process, and introducing a formal 30-day grievance resolution mechanism.

Additionally, in the case of Single Tender Enquiry (STE) or Proprietary Article Certificate (PAC) bids, if the bid validity submitted by a bidder is shorter than that required by the procuring entity, such bids may not be considered unresponsive.

The revised Make in India policy, issued in July 2024 by the Department for Promotion of Industry and Internal Trade (DPIIT), prioritizes Class-I suppliers (those with at least 50% local content), while Class-II suppliers (those with 20-50% local content) receive no preference. The policy also states that if a contractor fails to comply with the required local content percentage, penalties of up to 10% of the contract value may be imposed.

These updates modernize India's procurement framework, ensuring fairness, efficiency, and greater participation of domestic businesses in government contracts.

## **Streamlining Procurement Processes for Greater efficiency by Mr. I.P.S. Sethi**

Mr. I.P.S. Sethi, Director General of the National Informatics Centre (NIC), presented NIC's journey in e-procurement, emphasizing its instrumental role in modernizing India's procurement system by ensuring transparency, efficiency, and scalability. He highlighted that the GePNIC platform has processed over 140 lakh tenders valued at ₹205 lakh crore, covering 31 states and union territories as well as more than 800 central and state government entities. Additionally, he discussed the Government e-Marketplace (GeM), which was developed by NIC and launched in 2016. Over the years, GeM has become the mandatory platform for all government procurement. It integrates seamlessly with the Central Public Procurement Portal (CPPP) to ensure efficient bid management, particularly when specific goods or services are not available on GeM.



To enhance transparency in public asset sales, Mr. Sethi underscored the significance of the eAuction India platform, which facilitates forward, reverse, multi-lot, and open auctions for various assets, including forest produce, land, excise items, and crude oil. He further elaborated on specialized platforms, such as the Coal eAuction, which enables coal trading in accordance with the Ministry of Coal's guidelines, the eUphaar Auction, which manages auctions for gift items received by the President of India, and the PM Mementos eAuction, an annual initiative for auctioning mementos received by the Prime Minister.



*Mr. I.P.S. Sethi, Director General, National Informatics Center (NIC), Government of India*

In his address, Mr. Sethi also highlighted NIC's continued efforts in introducing innovative solutions to streamline procurement processes. These innovations include standardized bid templates to ensure uniformity, auto-extension of tenders in case of system issues, bidder repositories to reduce redundancy, and electronic bank guarantees (eBGs) that enhance confidentiality. Additionally, NIC has integrated the PRICE (Price Estimation Software) platform to facilitate end-to-end contract management. The introduction of multi-currency bidding has further enabled participation in global tenders, while new workflows have been implemented to optimize coal and forest product auctions.

NIC's contributions to e-governance and procurement have received widespread recognition, earning prestigious accolades such as the NeSDA Top Rank Award, eIndia Awards, and the South Asian Procurement Innovation Award, conferred jointly by the World Bank and Procurement NET. The GePNIC platform has been acknowledged both nationally and internationally, reaffirming NIC's leadership in digital public procurement.



*Mr. Syed Jawed Ahmed, Executive Director (CMMG), Steel Authority of India Limited*

### **Presentation on Policy & Procedure Framework of SAIL by Mr. Syed Jawed Ahmed**

Mr. Syed discussed the Policy & Procurement Framework of SAIL. Promoting and sustaining an enabling culture, the Right to Information (RTI) Act empowers citizens by increasing transparency and accountability. Policies must uphold integrity, fairness, sustainability, and value for money,

ensuring effective economic outcomes by enhancing efficiency and productivity. While policy provides direction, organizations must clearly define process steps to prevent errors and misconduct.

Transparency and efficiency in processes are essential for SAIL, with simplification playing a key role in achieving these goals. SAIL's Policy & Procedure structure. Tier 1 consists of the Purchase Contract Procedure, established in the 1990s, serving as the procurement guide for goods, services, and plants. It outlines guidelines for tendering, contracts, physical accounts, payments, and related aspects. Tier 2 is a general reference document for vendors, defining their roles and responsibilities to prevent communication gaps. It includes three key documents: General Terms & Conditions for Goods, Services, and Project Tender Documents. This structured approach ensures clarity, efficiency, and compliance in procurement processes.

### Namami Gange – Hybrid Annuity Based PPP Model in wastewater treatment sector by Mr. Brijendra Swaroop

Mr. Brijendra Swaroop, Executive Director Projects, National mission of Clean Ganga, Ministry of Jal Shakti presented the Innovative Approaches in the Namami Gange Program for Sustainable River Rejuvenation

The Namami Gange program, under the National Mission for Clean Ganga (NMCG), is an integrated river rejuvenation initiative aimed at restoring the Ganga River's continuous (Aviral Dhara) and unpolluted flow (Nirmal Dhara) while ensuring economic, social, and environmental sustainability. The program focuses on sewage treatment, pollution control, afforestation, riverfront development, and community participation, with governance overseen by the National Ganga Council (NGC). It operates under 100% central funding and has sanctioned 488 projects worth ₹39,730 crore to combat sewage pollution.



Mr. Brijendra Swaroop, Executive Director Projects, National Mission of Clean Ganga

As of December 2024, 6,255 MLD of sewage treatment capacity is being developed, with 3,446 MLD already operational. A major innovation is the Hybrid Annuity Model (HAM), introduced in 2016, a Public-Private Partnership (PPP) approach that ensures long-term sustainability. Under HAM, 40% of the project cost is covered during construction, while the remaining 60% is paid as annuities over 15 years, shifting from a "build-neglect-rebuild" approach to performance-based contracting. The model has led to 34 projects worth ₹12,000 crore, with 16 operational, 14 under construction, and 4 in the tendering phase. The One City One Operator (OCOP) approach streamlines wastewater management by integrating all sewage treatment plants in a city under a single private operator, ensuring efficiency and accountability. Solar-powered sewage treatment plants in cities like Bareilly, Meerut, and Prayagraj reduce energy costs, while sludge monetization and treated water reuse contribute to a circular water economy.

The IBRD (World Bank) Guarantee Mechanism ensures financial security, increasing investor confidence in HAM projects. Recognized globally, Namami Gange received the UN "World Restoration Flagship" status and has been acknowledged at the UN Water Conference and Prime Minister's Awards for Excellence

in Public Administration, marking a significant step in sustainable river rejuvenation and wastewater management in India.

## NRCTC's Procurement Strategy for India's first Nam0 Bharat Corridor Delhi-Ghaziabad-Meerut by Mr. Sunil Bhasker

Mr. Sunil Bhasker, Group General Manager, Procurement National Capital Region Transport Corporation, delved into The Delhi-Ghaziabad-Meerut Nam0 Bharat Corridor, India's first Regional Rapid Transit System (RRTS), is a transformative infrastructure project designed to enhance regional connectivity with a maximum speed of 180 km/h. Spanning 82.15 km with 25 stations, the project is part of the National Infrastructure Pipeline (NIP) and is among the top 50 projects monitored by the Prime Minister's Office. With a total investment of ₹1 lakh crore, including ₹30,274 crore sanctioned by the Government of India, funding is sourced from multilateral agencies, state contributions, and public-private partnerships (PPP).



*Mr. Sunil Bhasker, Group General Manager, Procurement National Capital Region Transport Corporation*

The project encountered several procurement and implementation challenges, including multistate coordination, requiring approvals from over 100 stakeholders, and the first-time implementation of advanced technologies such as rigid overhead catenary systems, ETCS Level 2 signaling, and ballastless slab tracks. The need to comply with Make-in-India policies while aligning with international funding requirements added complexity, and the COVID-19 pandemic further disrupted procurement, necessitating virtual pre-bid meetings and extended bid timelines.

To address these challenges, the National Capital Region Transport Corporation (NCRTC) adopted a structured procurement strategy. Various contracting models were used, including BOQ-based contracts for viaducts and civil works under design, Design & Build contracts for complex components like tunnels and traction systems, and Rolling Stock & S&T contracts that prioritized domestic manufacturing.

Pre-construction planning ensured that utility shifting, road widening, and tree transplantation were completed before awarding main construction contracts. The procurement process was divided into civil, electrical, signaling, rolling stock, and asset management packages for streamlined execution. To enhance efficiency and cost optimization, private sector participation was encouraged, with Operation & Maintenance (O&M) contracts awarded to private players. Alstom India secured a 15-year rolling stock maintenance contract, reducing lifecycle costs.

As a result, 211 packages worth ₹17,517 crore were awarded, including 39 major contracts during COVID-19, and the 17-km priority section was completed in just 4 years (2019-2023). For financial sustainability, NCRTC introduced non-fare revenue initiatives, such as station naming rights, outdoor advertising, property



development, e-commerce integration, EV charging stations, and telecom infrastructure. Additionally, the Procurement Monitoring Dashboard (SPEED) was developed to track contracts, expenditures, and project progress in real time. NCRTC's innovative procurement strategy, adoption of advanced contracting models, and commitment to Make-in-India ensured the timely implementation of the Nammo Bharat Corridor, setting new benchmarks for high-speed rail projects in India.

## Plenary Session 2

### New Procurement Approaches

The second plenary session of the summit on "New Procurement Approaches." was chaired by Mr. Adu-Gyamfi Abunyewa, Lead Procurement Specialist, WBG. The speakers for this session included Mr. Abhijeet Sinha, Technocrat, Program Director, Ease of Doing Business, Mr. Rajneesh Rana, Head (Convergence), Convergence Energy Service Ltd., Mr. Arun Mehta, Controller of Stores, Konkan Railway Corporation Limited and Mr. Pradeep Agrawal, Joint Director General NRIDA, Ministry of Rural Development, Government of India.



L-R) Mr. Rajneesh Rana, Head (Convergence), Convergence Energy Service Ltd.; Mr. Abhijeet Sinha, technocrat, Program Director, Ease of Doing Business; Mr. Adu-Gyamfi Abunyewa, Lead Procurement Specialist; Mr. Pradeep Agrawal, Joint Director General NRIDA, Ministry of Rural Development, Government of India; Dr. Rohit Singh, Director, Centre of Management Education, All India Management Association; Mr. Arun Mehta, Controller of Stores, Konkan Railway Corporation Limited



Mr. Abhijeet Sinha, Technocrat, Program Director, Ease of Doing Business

### Viksit Bharat National Master Plan by Mr. Abhijeet Sinha

Mr. Abhijeet Sinha commenced the session by elaborating on the significance of transitioning procurement to digital platforms, making over 1,700 services and removing 18,000+ compliances over the past decade.

With the expansion of Digital Public Infrastructure (DPI), businesses will benefit from streamlined processes, reducing human intervention. He highlighted India's move toward

a \$10 trillion economy, requiring new procurement models to determine the environmental impact of projects based on 16 parameters. This indexing helps secure lower interest rates and single-window clearances, enhancing ease of doing business. Sinha also discussed the transformation in highway



construction, where India shifted from building 9 km/day to 38 km/day using annuity hybrid mobility (HAM), enabling asset monetization under the PPP model. He highlighted the need for open-market procurement based on performance and productivity.

In the healthcare domain, India is digitizing data collected by frontline workers like ASHA and Anganwadi workers, creating Asia's largest healthcare database. This initiative will increase health expenditure from 2% to 5% of GDP by 2030 and introduce a monetized, limited licensing model for pharma and medical industries. Finally, Mr. Sinha highlighted India's rise to the world's third-largest economy by purchasing power. He stressed the role of procurement in acquiring emerging technologies, requiring constant testing, piloting, and economic assessment.



*Mr. Rajneesh Rana, Head (Convergence), Convergence Energy Service Ltd*

### Accelerating Sustainable Mobility: CESL's e-Bus Program by Mr. Rajneesh Rana

Mr. Rajneesh Rana, Head (Convergence), Convergence Energy Service Ltd. discussed the role of CESL, a subsidiary of EESL under the Ministry of Power, in revolutionizing electric mobility in India. CSL focuses on electric buses, four-wheelers for government departments, charging infrastructure, and e-bicycles. The

Indian government identified the need for an organized push towards e-mobility in 2017, with the state as the initial procurer to build public trust.

India currently has around 2.3 million buses, with 90% running on diesel. The country requires 2.5 times its current bus fleet by 2030, with 30,000–40,000 old buses phased out annually. Under the National e-Bus Program launched in 2022, the government set a target of 50,000 electric buses by 2027-28. CSL has aggregated demand for nearly 40,000 buses in just two years, making India one of the fastest adopters of e-mobility globally.

The innovative Gross Cost Contract (GCC) model shifts procurement from state transport undertakings (STUs) to private operators, reducing financial risk for the government. Operators own and maintain the buses, while STUs pay per kilometer. Aggregating demand and standardizing specifications have significantly lowered costs. A ₹3,500 crore Payment Security Mechanism ensures timely payments, enhancing scalability. The initiative benefits the environment, passengers, and government finances, driving India's transition to sustainable transport.

### New Procurement Approaches – Experience sharing in PMGSY by Mr. Pradeep Agrawal

Mr. Pradeep Agrawal emphasized that procurement challenges often arise from a lack of understanding of existing procurement processes rather than regulatory constraints. Various contract models within



*Mr. Pradeep Agrawal, Joint Director General NRIDA, Ministry of Rural Development, Government of India*

government procurement allow flexibility to achieve objectives. He highlighted the Pradhan Mantri Gram Sadak Yojana (PMGSY), a \$3 billion annual program that has built 72,000 km of roads across India, including in naxal-affected areas. PMGSY-4 aims to connect 25,000 habitations, ensuring even the smallest settlements are accessible.

The program is highly transparent, with digital monitoring systems like OMAS (Online Management, Monitoring, and Accounting System) and HIMAR for electronic road maintenance. Every procurement

detail is public, allowing real-time tracking. The procurement process follows an L1 model but incorporates safeguards, including rigorous technical and financial evaluations, bid security, and retention money.

He also discussed contractor qualification and performance rating systems, ensuring only capable bidders participate. If bids are significantly below estimates, extra bank guarantees and quality checks are imposed. The program has a three-tier quality assurance system, with penalties for defects. A contractor rating system rewards past performance, improving accountability and efficiency. These measures ensure better road quality and timely maintenance, benefiting both citizens and the government.

**QCBS in Works and NC contract – A case study by Mr. Arun Mehta**

Mr. Arun Mehta discussed his role in the Special Technical Committee (STC) for nuclear power projects and highlights the importance of a structured, unbiased procurement process. He emphasized that despite his lack of nuclear expertise, having external members ensures an objective evaluation. The STC was responsible for assessing technical parameters for the 2,700 MW nuclear power plant in Kaiga, Karnataka.



*Mr. Arun Mehta, Deputy Municipal Commissioner, Ahmedabad Municipal Corporation*

The committee collaborated with technical, quality, and safety departments to identify key evaluation criteria. Their approach balanced technical and financial qualifications, ensuring fair competition while

maintaining quality standards. The evaluation framework included 71 parameters, with logical criteria such as engineering workforce requirements based on actual project needs rather than arbitrary numbers.

Mr. Mehta also discussed the LIGO project, India's first gravitational wave observatory, emphasizing the importance of precise technical evaluation. The procurement model assigned weightages to technical and financial aspects, with technical parameters capped at 30% due to the high-value nature of contracts. This approach incentivized bidders to present well-thought-out proposals rather than just meeting minimum qualifications.

He concluded with highlighting that structured procurement models improve contractor accountability, encourage innovation, and help mitigate risks, ensuring better project outcomes while maintaining financial prudence in large-scale government projects.



(L-R) Mr. Vishal Gupta, Executive Director, Deloitte Touche Tohmatsu India LLP; Mr. Ajit Mishra, Executive Director, Dedicated Freight Corridor Corporation of India Limited; Mr. Vinay Sharma, Ex-Procurement Director, WBG and African Development Bank; Mr. Kanwalpreet, Executive Director, Railway Board; Dr. Rohit Singh, Director, Centre of Management Education, All India Management Association; Mr. Abhay Jain, Executive Officer, Supply Chain Maruti Suzuki India Ltd.

### Plenary Session 3

#### Supplier Engagement and Collaboration

The third plenary session of the summit on "Supplier Engagement and Collaboration" was chaired by Mr. Vinay Sharma, Ex-Procurement Director, WBG and African Development Bank.

The speakers for this session included Mr. Kanwalpreet, Executive Director, Railway Board, Mr. Abhay Jain, Executive Officer, Supply Chain Maruti Suzuki India Ltd., Mr. Ajit Mishra, Executive Director, Dedicated Freight Corridor Corporation of India Limited and Mr. Vishal Gupta, Executive Director, Deloitte Touche Tohmatsu India LLP.

#### Vendor Development & Relationship Management in Indian Railways - by Mr. Kanwalpreet

Mr Kanwalpreet discussed the Indian Manufacturing Sector and Railway Procurement Challenges. The Indian manufacturing sector is experiencing growth, driven by infrastructure investments and government contracts. The MSME sector remains crucial for employment generation. However, he discussed how Indian Railways faces challenges due to a lack of private-sector R&D in railway expansion, continuing dependence on European technology, and securing supply chains amid geopolitical uncertainties.

Public procurement in India prioritized value for money over long-term vendor relationships and followed strict rules ensuring transparency. However, technological advancements created an information gap



between buyers and suppliers, increasing procurement costs and risks of dependency on specific vendors. Additionally, supervising high-tech projects became challenging due to limited internal expertise.

Indian Railways aims to develop and retain reliable vendors while allowing new entrants. The vendor approval system ensuring quality for critical items, with approvals handled by agencies like RDSO and manufacturing units. Developmental tenders helped assess new vendors before granting full approval.



*Mr. Kanwalpreet, Executive Director, Railway Board*

He highlighted that past procurement strategies, such as Mission Phase, sought to reduce costs through economies of scale but faced issues like vendor market access restrictions and price variation complexities. Similarly, rate contracts attempted centralized procurement but struggled with demand aggregation and maintenance practice differences across railways.

According to him a key challenge in railway procurement is market control by a limited number of suppliers, despite Indian Railways being a large buyer. Additionally, supply chain security is crucial, requiring deeper scrutiny of vendor sources. The shift toward black-box procurement—focusing on output-based contracts rather than technical specifications—raises concerns about vendor lock-in and cost escalations.

Future improvements should include fair risk-sharing in contracts, stricter penalties for anti-competitive practices, and acceptance of mediated dispute resolutions. He concluded by highlighting that Indian

Railways must move toward collaborative contracts instead of adversarial ones, ensuring sustainable vendor relationships and efficient procurement practices.

### Partnership Contracting and Greening the supply chain - by Mr. Abhay Jain

Mr. Abhay Jain, from Maruti Suzuki India Ltd. emphasized that the challenges faced in the private sector, especially in the automotive industry, are not very different from those in the public sector. At Maruti Suzuki, online procurement systems



*Mr. Abhay Jain, Executive Officer, Supply Chain, Maruti Suzuki India Ltd.*

have been long used both for direct and indirect procurement and focused on three key aspects: strategic supplier relationships, strengthening collaboration, and greening the supply chain.

According to him, strategic supplier relationships play a crucial role in enhancing competitiveness and innovation. Through vendor conferences and collaboration platforms like the Maruti Suzuki Supplier Welfare Association, they align their suppliers with the defined goals, ensuring efficiency, productivity, and resilience. Maruti Suzuki India Ltd.'s early supplier engagement has enhanced their product reliability, cost-effectiveness, and speed to market.

The other key aspect being strengthening collaboration involves supplier participation in core development projects and risk mitigation strategies.

At Maruti Suzuki, Mr. Jain highlighted how they work closely with suppliers on safety, financial stability, and technological advancements like AI and Industry 4.0 to drive operational excellence.

The third key aspect as highlighted by Mr. Jain was Sustainability, According to him it is a key focus, with initiatives such as localized sourcing (85% within 100 km), solar energy expansion, increased railway logistics, and responsible end-of-life vehicle management. He emphasized on the firm's commitment to

green procurement and carbon neutrality aligns with global sustainability goals, making Maruti Suzuki a leader in sustainable automotive manufacturing.



### Collaboration with Contractors for Successful Outcomes by Mr. Ajit Mishra

Mr. Ajit Mishra discussed the challenges of government infrastructure projects, particularly the misalignment of incentives and the traditional "master-servant" dynamic between contractors and government entities.

*Mr. Ajit Mishra, Executive Director, Dedicated Freight Corridor Corporation of India Limited*

He emphasized the need for collaboration in works contracts to reduce delays, cost overruns, and disputes. Mr. Mishra highlighted the importance of early contractor involvement, transparent contracting frameworks, and performance-based contracts to improve efficiency and accountability. He explained how the Dedicated Freight Corridor project adopted proactive engagement strategies, including pre-tender workshops and international roadshows, to align contractor capabilities with project requirements. The use of collaborative contract models, such as open-book contracting and performance-based contracts, ensured clarity and reduced legal risks.

Mr. Mishra also stressed the need to change traditional mindsets in government procurement, where collaboration with contractors has often been viewed as taboo. He suggested reforms like clear guidelines, ethical procurement practices, and skill-building programs to address capacity gaps. By promoting trust, transparency, and proactive dispute resolution, he argued that infrastructure projects could achieve better outcomes.

In conclusion, he asserted that collaboration is no longer optional but a strategic necessity for delivering complex projects on time, within budget, and at the desired quality.

### Strategic Supplier Relationship by Mr. Vishal Gupta

Mr. Vishal Gupta, representing Deloitte, highlighted a shift in global procurement from transactional engagements to collaborative supplier partnerships.

He mentioned a Deloitte study of around 350 senior procurement leaders across 40 countries in 2023 that found that 61% of the sample prioritize supplier collaboration to enhance efficiency, cost savings, and value creation.



*Mr. Vishal Gupta, Executive Director, Deloitte Touche Tohmatsu India LLP*

Mr. Gupta emphasized that for innovative and sustainability-driven procurements,

organizations must engage suppliers early and plan strategically. He provided global examples demonstrating the success of collaborative procurement:

- Unilever used digital supplier scorecards, including blockchain, to ensure compliance and transparency.
- Apple partnered with TSMC for semiconductor R&D, strengthening both companies and Taiwan's economy.
- Boeing invested in supplier engineering to overcome production challenges.
- Toyota implemented the Kaizen approach, fostering supplier training and efficiency improvements.
- Patagonia introduced a traceability system to ensure sustainable sourcing.

These case studies substantiated the benefits of joint planning, technology integration, and early supplier engagement, as highlighted by the speaker. Mr. Gupta further suggested that public procurement, particularly in new technology sectors, can adopt similar models to enhance supplier trust, improve procurement outcomes, and drive long-term value.

## Day 2

### Keynote address

Day 2 commenced with a keynote address delivered by Dr. D.J. Pandian, Director General at the New Development Bank (NDB). During his address, Dr. Pandian shed light on the vital role of procurement in development projects, emphasizing on transparency, efficiency, and sustainability. He also mentioned



that procurement ensures the selection of qualified vendors, and its success is crucial for project implementation. The speaker highlighted NDB's commitment to inclusive development, addressing social and environmental impacts, and adhering to global standards. He emphasized the importance of adopting modern technologies like AI and digitalization in procurement processes highlighting NDB's strategy includes collaborating with global partners, strengthening national procurement systems, and ensuring transparency. The speaker encourages active engagement with NDB's procurement framework and collaboration for future success.

Mr. Stephane Y. Bessadi, Senior Procurement Specialist at the Asian Development Bank (ADB). During his address, Mr. Bessadi shares his appreciation for the growing number of procurement specialists and the evolution in India, highlighting the importance of sustainable procurement. He stresses the role of procurement in delivering quality projects, emphasizing on the core principles of ADB's Procurement Policy which is based on efficiency, transparency, economy, fairness, quality and value for money. He discussed ADB's commitment to sustainability, integrating quality criteria in bid evaluations, and considering the full project cycle. Mr. Bessadi also discussed ADB's focus on digitalization, local workforce development, and community engagement. He encouraged collaboration, innovation, and the use of sustainable materials, while underscoring the need for continual capacity building and sustainable procurement practices.

### **Announcement of Results for AIMA-ICRC Case Study Competition on Procurement**

Following the AIMA-ICRC Case Study Competition on Procurement, the results were made public on the second day of the event, and the winning teams subsequently delivered their presentation.



*Winners of the 1st Best Case Study Award under Public Sector category - "Procurement Strategy for India's First Namu Bharat Corridor: Delhi-Ghaziabad-Meerut," authored by Sunil Bhasker, Saurabh Kohli, and Dharendra Mehrotra from National Capital Region Transport Corporation (NCRTC)*

The 1st Best Case Study Award under Public Sector category was awarded to "Procurement Strategy for India's First Namu Bharat Corridor: Delhi-Ghaziabad-Meerut," authored by Mr. Sunil Bhasker, Mr. Saurabh Kohli, and Mr. Dharendra Mehrotra from National Capital Region Transport Corporation (NCRTC). The prestigious award recognizes its commitment in efficiently managing one of India's most complex urban rail infrastructure projects—delivered within tight timelines despite numerous challenges.

At the summit, Team NCRTC presented the procurement strategy for the Delhi-Ghaziabad-Meerut Namu Bharat corridor in the plenary session 1. This achievement is a testament to its vision, strategic planning, and, most importantly, the relentless dedication of team and the invaluable support of various stakeholders. By prioritizing local capacity building and maintaining transparency in procurement, NCRTC has streamlined execution and successfully delivered a world-class project that has introduced several

cutting-edge technologies to the country.

Infosys Limited and its subsidiaries won 1st Best Case Study Award under Private Sector category for their case study, “Collaborative Winning: The Sustainable Ways” presented by Mr. Preetham Solomon. This award recognized their innovative approach to sustainable procurement. Instead of traditional methods, Infosys focused on building strong relationships with its suppliers. Understanding that its projects required adaptable and sustainable partners, the company initiated regular supplier surveys and the “Sambandh” program, fostering open dialogue and strategic alignment. Furthermore, Infosys integrated Environmental, Social, and Governance (ESG) criteria into its supplier evaluations, providing training to ensure adherence to sustainable practices. This comprehensive strategy resulted in stronger supplier relationships, improved financial performance, and demonstrated Infosys’ dedication to responsible business practices.

Bharat Petroleum Corporation Ltd (BPCL) received the Runner-Up Award for their case study, “Empowering Procurement: Optimizing Procurement Strategies for Drone Services,” presented by Namit Chittoria and Manoj Jadhav. BPCL successfully streamlined its drone service acquisition by implementing the “ERIE-M” framework. This method effectively tackled challenges like adhering to regulations, choosing appropriate vendors, and securing sensitive data. By emphasizing regulatory compliance, cost-effectiveness, risk management, supplier collaboration, and tailored solutions, BPCL achieved full regulatory compliance and significantly reduced operational expenses. This strategic and adaptable procurement process established a model for integrating emerging technologies within industrial settings

The Ahmedabad Municipal Corporation (AMC) also received a Runner-Up Award for their case study, “Use of Rated Criteria to Facilitate Implementation of Government Policies to Promote Sustainability, Innovation, and Quality for Large Complex Projects,” presented by Ms. Aruna Bhagwatula and Mr. Mirant Parikh. This award recognized AMC’s innovative procurement strategy for large infrastructure projects, exemplified by the 375 MLD Sewage Treatment Plant (STP) at Vasna. Instead of solely focusing on cost, AMC implemented a “Rated Criteria” framework, transitioning to a Quality and Cost-Based Selection (QCBS) model. This approach prioritized sustainability, innovation, and environmental considerations. By using a strict evaluation process that included technical design, long-term costs, and energy efficiency, and with oversight from an expert committee, AMC ensured the selection of high-quality proposals and the successful completion of the project.

## Plenary Session 4

### Integrating Sustainability into Procurement Strategies

The fourth plenary session of the summit on “Integrating Sustainability into Procurement Strategies” was chaired by Ms. Anna Wielogorska, Regional Procurement Manager (South Asia), The World Bank. The esteemed panel for discussion included Atty. Rowena Candice Ruiz, Executive Director, Government Procurement Policy Board-TSO, Republic of Philippines; Ms. Anna Wielogorska, Regional Procurement Manager (South Asia), The World Bank; Prof. Raj Kumar Singh, Deputy Director, Centre of Management Education, All India Management Association; Mr. John Karani, National Chairman, Kenya Institute of Supplies Management; Mr. Qamrul Hasan, Lead Procurement Specialist, The World Bank



(L-R) Ms. Manisha Choudhary, National Coordinator, Partnership for Action on Green Economy (PAGE); Atty. Rowena Candice Ruiz, Executive Director, Government Procurement Policy Board-TSO, Republic of Philippines; Ms. Anna Wielogorska, Regional Procurement Manager (South Asia), The World Bank; Prof. Raj Kumar Singh, Deputy Director, Centre of Management Education, All India Management Association; Mr. John Karani, National Chairman, Kenya Institute of Supplies Management; Mr. Qamrul Hasan, Lead Procurement Specialist, The World Bank



Board-TSO, Republic of Philippines, Mr. Quamrul Hasan, Lead Procurement Specialist, The World Bank, Mr. John Karani, National Chairman, Kenya Institute of Supplies Management and Ms. Manisha Choudhary, National Coordinator, Partnership for Action on Green Economy (PAGE).

**Sustainable Public Procurement- Journey in the Philippines- by Atty. Rowena Candice Ruiz, Executive Director, Government Procurement Policy Board-TSO, Republic of Philippines**



*Atty. Rowena Candice Ruiz, Executive Director, Government Procurement Policy Board-TSO, Republic of Philippines*

Ms. Ruiz highlighted that Philippines has leveraged public procurement as a key policy instrument to drive sustainable economic policies. Public procurement represents a substantial portion of the country's economy, with the national government alone procuring approximately 2.5 trillion pesos annually, not including subnational government spending. This makes public procurement an essential tool for implementing sustainability goals.

In 2017, the Philippine government launched a roadmap to integrate green public procurement, focusing on 10 priority common-use items and 10 non-common-use items. The common-use items were centrally procured by one government office, while non-common-use items were procured by various government entities. The adoption of green specifications for non-common-use items was voluntary, which led to challenges such as a lack of awareness, resistance from auditors due to concerns over "green premiums," and limited capacity among procurement practitioners.

She highlighted that despite these challenges, the Philippines has seen progress. A growing green market has emerged, supported by continuous capacity-building programs. As of 2023, the country shifted from specific items to broader product categories, with mandatory green specifications. These categories include construction materials, energy-efficient products, textiles, ICT services, and vehicles. This broader approach aims to create systemic change in procurement practices.

In 2024, the Philippines passed a new government procurement law, Republic Act, which integrates sustainability principles into the procurement process. The law includes provisions for green public procurement, gender-responsive frameworks, and mechanisms to support procuring entities in adopting sustainability practices. Key reforms include the introduction of quality-based selection criteria, lifecycle assessments, and life-cycle cost analysis to ensure that sustainability is considered in procurement decisions. The government also plans to create an online platform, SP Competency, to provide guidance. These efforts are designed to ensure that public procurement aligns with the country's sustainability goals and that the impact of procurement decisions is closely monitored, facilitating the achievement of environmental and social objectives.

**Status & Initiatives on Green & Sustainable Procurement in eastern Europe & Central Asia Region by Mr. Quamrul Hasan, Lead Procurement Specialist, The World Bank**

Mr. Quamrul Hassan, representing the European and Central Asia region, shared insights on sustainable public procurement in Eastern Europe and Central Asia. He emphasized that while many countries in this region are still addressing fundamental development challenges, green procurement has become a growing agenda. Inspired by the European Union's framework, these nations are gradually adapting green procurement practices, aligning with the Paris Agreement.



*Mr. Quamrul Hasan, Lead Procurement Specialist, The World Bank*

Mr. Hassan outlined the progress made through a comprehensive toolkit that helps countries implement green procurement, including diagnostic tools, stakeholder engagement strategies, and monitoring frameworks. He acknowledged the challenges, such as a compliance-driven mindset in procurement and overcoming price-based approaches. Nonetheless, countries like Azerbaijan, Kazakhstan, and Ukraine have integrated sustainability into their procurement systems, while Uzbekistan aims for 15% green procurement by 2026.

The focus is on creating transparency, engaging suppliers, and improving the procurement ecosystem. Mr. Hassan also highlighted the importance of including social sustainability, such as gender equality, in procurement processes. He shared examples of countries like Albania and Tajikistan, where gender equality is incorporated into procurement strategies.

Overall, Mr. Hassan called for continuous capacity building, knowledge sharing, and aligning government priorities to push forward sustainable procurement agendas in the region.



*Mr. John Karani, National Chairman, Kenya Institute of Supplies Management*

### **Mr. John Karani, National Chairman, Kenya Institute of Supplies Management**

Mr. John Karani's speech at the forum highlights his gratitude for the opportunity to speak and share Kenya's journey toward integrating sustainable public procurement (SPP). He thanks the key figures involved in the event, including those from the World Bank, which has supported Kenya's efforts. Mr. Karani emphasizes that sustainability in procurement is now a necessity for businesses

worldwide, and he draws attention to the environmental challenges faced by Africa. He stresses that failure to act could leave future generations with a challenging environment. He outlines Kenya's efforts to integrate sustainability into public procurement, which was initially guided by circulars from the National Treasury. However, the country established a more formal public procurement act in 2015 with support from the World Bank. Mr. Karani highlights the transition from traditional procurement, focused on the lowest price, to sustainable procurement, which considers the full life cycle and broader social, environmental, and economic impacts.

He also discusses Kenya's efforts to build the capacity for SPP through training, policy development, and collaborations. The integration of technology and local sourcing, he notes, are vital components for ensuring

sustainability. Mr. Karani concludes by urging global collaboration, emphasizing that Africa's capacity to implement sustainability across the continent can drive significant change for future generations.



**Ms. Manisha Choudhary,  
National Coordinator,  
Partnership for Action on  
Green Economy (PAGE)**

Ms. Manisha Choudhary, the National Coordinator of the Partnership for Action on Green Economy (PAGE), shared insights into transforming the built environment through sustainable building materials

and technologies. She emphasized the growing recognition of sustainable public procurement (SPP) in achieving sustainable development goals. UNDP has supported over 45 governments globally

in advancing SPP, especially focusing on developing criteria, policies, and action plans. She also discussed efforts in India, where partnerships are promoting green procurement, including the introduction of eco-labeled products and market assessments for building materials like room air conditioners and cleaning services.

A key focus is the role of SPP in reducing carbon emissions from sectors like construction, with buildings being a major contributor. The need for low-carbon materials and technologies in construction is urgent, especially as global demand for buildings and cooling systems rises. In India, pilot projects are underway in Orissa and Maharashtra, where baseline assessments and roadmaps for reducing embodied carbon in construction are being developed. These projects also emphasize inclusive housing solutions, such as sustainable homes for marginalized communities like transgender individuals.

She stressed that while progress has been made, scaling up efforts and integrating financial, technological, and alternative solutions are crucial for the future of sustainable procurement. Cross-sharing of learnings and experiences is essential for advancing this global agenda.





(L-R) Mr. Satya Narayan Meena, Additional CEO and Chief Financial Officer of the Government e-Marketplace (GeM), Ms. Rama Devi Lanka, Director of Emerging Technologies for the ITE&C Department, Government of Telangana; Mr. V.S. Krishnakumar, former Regional Procurement Manager for Europe & Central Asia at The World Bank; Mr. Praveen Kumar, Managing Director of the Dedicated Freight Corridor Corporation of India Limited (DFCCIL); Mr. Rajiv Kad, General Manager of the Centre for Railway Information Systems (CRIS); Dr. Rohit Singh, Director, Centre of Management Education, All India Management Association

Kumar, Managing Director of the Dedicated Freight Corridor Corporation of India Limited (DFCCIL), and Ms. Rama Devi Lanka, Director of Emerging Technologies for the ITE&C Department, Government of Telangana.

Mr. Krishnakumar emphasized the transformative role of technology in procurement and supply chains, drawing parallels to its influence in the chemical industry. He highlighted how AI-driven analytics are revolutionizing supplier selection processes while blockchain technology is enhancing transparency. He noted the impact of automation in streamlining operations and the role of cloud platforms in facilitating global collaboration. He also underscored the significance of predictive analytics in identifying and mitigating risks before they disrupt supply chains. According to him, technological advancements have reshaped public procurement by promoting the efficient use of taxpayer money, reducing inefficiencies, and combating corruption. However, he pointed out that digital transformation also presents challenges such as cybersecurity risks, data integration issues, and regulatory compliance, which require close collaboration among industry leaders, policymakers, and technology experts.

A key theme of the discussion was the potential of AI and data analytics to improve supplier pre-qualification processes. By moving beyond traditional criteria, these technologies can offer more accurate performance predictions, particularly for large infrastructure projects that often encounter financial and capacity constraints. The panel explored how AI, blockchain, and other emerging technologies could be incorporated into procurement strategies, proposing a shift away from outdated practices toward digital innovation to build more resilient and effective procurement systems that drive sustainable growth and long-term impact.

Ms. Rama Devi Lanka, Director of Emerging Technologies for the Government of Telangana, shared her pioneering work in establishing centers of excellence in AI, cybersecurity, blockchain, and additive manufacturing. She has led significant initiatives to foster innovation, including the Agri Data Exchange platform, and has received prestigious recognitions such as the Digital India Award from the President of India and the Government of Telangana's People Forward Award. Additionally, she has been honored as one of the women leaders in AI by Google. During the discussion, Ms. Lanka also outlined Telangana's

## Plenary Session 5

### Leveraging Technology to maximize impact of Procurement

The fifth plenary session of the summit on "Leveraging Technology to Maximize the Impact of Procurement" was chaired by Mr. V.S. Krishnakumar, former Regional Procurement Manager for Europe & Central Asia at The World Bank. The esteemed panel included Mr. Satya Narayan Meena, Additional CEO and Chief Financial Officer of the Government e-Marketplace (GeM), Mr. Rajiv Kad, General Manager of the Centre for Railway Information Systems (CRIS), Mr. Praveen

initiative to develop AI procurement guidelines for the public sector, detailing a structured approach that includes setting up a nodal agency, forming an ethics committee, and conducting thorough assessments of AI projects before procurement. She emphasized the importance of AI sandboxes for testing solutions before full-scale deployment, noting that these guidelines were shaped through extensive consultations with industry and government experts.

Mr. Rajiv Kad elaborated on CRIS's efforts to modernize Indian Railways' procurement and operational processes. He highlighted significant achievements such as the digitalization of supply chain management, the implementation of an automated warranty management system for real-time tracking of rolling stock components, and the introduction of a fully automated e-auction system that has reduced contract finalization time from six months to just 15 to 20 days. He detailed how AI-driven analytics have improved procurement efficiency, enhanced fraud detection, and ensured market fairness. The integration of blockchain technology in procurement processes has further strengthened transparency and accountability in infrastructure projects. According to Mr. Kad, the incorporation of AI and blockchain technologies is set to enhance procurement efficiency even further, with AI expediting tender evaluations and automating compliance checks to significantly reduce processing times.

Mr. Praveen Kumar shared insights on the use of technology in large-scale infrastructure projects, particularly in remote monitoring. He discussed how advanced tools such as drones for real-time progress tracking, interactive cameras at critical sites for continuous monitoring, and centralized dashboards have facilitated effective project management. He emphasized that while digital tools enhance efficiency, physical site visits remain crucial for the successful execution of infrastructure projects, particularly to address challenges on the ground and ensure compliance with project specifications.

Mr. Satya Narayan Meena spoke about the Government e-Marketplace (GeM) and its evolution as a model for digital procurement in India. He outlined how GeM has transformed public procurement by streamlining processes, enhancing transparency, and enabling large-scale transactions. Since its inception in 2016-17, GeM has served 1.6 lakh buyers, including various ministries and state governments, and registered 96 lakh sellers. It offers over 19 lakh products and 330+ services, with 2.5 crore orders processed to date, amounting to ₹2.5 lakh crore. He highlighted the integration of AI, data analytics, and automation to improve real-time price discovery, streamline processes, and enhance service offerings. He discussed how advanced analytics tools are being used to detect potential buyer-seller collusion and maintain market integrity, and how new initiatives like the PO-based lending platform provide quick, collateral-free loans, demonstrating India's rapid digital adoption in public procurement.

The discussion also touched on Telangana's proactive approach to integrating startups into the public procurement ecosystem. Ms. Lanka explained how Telangana's innovation policy introduced relaxed criteria for turnover and experience, allowing startups to participate more freely. This policy change has enabled several startups to scale successfully, contributing to the state's vibrant tech ecosystem. The conversation then shifted to the emerging technologies in Indian Railways, with particular focus on the Collision Avoidance System (Kavach) and the broader efforts to enhance safety and efficiency through advanced technological solutions.

During the session, the Chief Minister's statement in Bangalore was highlighted, showcasing India's shift from centralized procurement under the Directorate General of Supply and Disposal (DGS&D) to a more transparent and efficient system through GeM. He emphasized that India's public sector is not lagging in technology adoption, pointing to the Indian Railways' pioneering of e-procurement as early as 2006. The Chief Minister noted that despite challenges such as regulatory constraints and budget limitations, the government continues to integrate AI, blockchain, and data analytics into procurement practices, demonstrating a strong commitment to technological innovation in public services.

In a broader context, the panel discussed the potential of AI to transform public procurement by enhancing supplier pre-qualification, streamlining contract management, and automating compliance checks. Ms. Lanka highlighted Telangana's plans to introduce AI procurement guidelines, which include establishing a nodal agency, forming an ethics committee, and implementing an AI sandbox for testing solutions. These guidelines, developed through consultations with industry and government experts, are expected to set a benchmark for ethical and effective AI adoption in procurement.

The session concluded with a forward-looking perspective on how technology, when combined with strategic problem-solving and data-driven decision-making, can transform procurement practices. Panelists underscored the need for continuous capacity building through workshops, collaborations with universities, and pilot projects to integrate technologies like blockchain into real-world use cases. The moderator closed the session by thanking the panelists for their valuable insights, noting that the discussion had provided a robust platform for exploring how technology can address procurement challenges and enhance the effectiveness of public procurement systems.

## Recommendations

The 10th Global Procurement Summit, held on 10th & 11th February 2025, brought together experts, practitioners, and policymakers to delve into the various facets of public procurement. Below mentioned are the recommendations drawn from the summit:

### Technology and AI-Driven Procurement

- Governments and organizations should aim to accelerate integration of AI and blockchain into procurement processes to enhance efficiency, transparency, and fraud detection.

AI-driven analytics can improve supplier selection, contract management, and market monitoring, while blockchain can ensure end-to-end transparency by preventing tampering and improving trust in procurement systems. Additionally, establishing AI sandboxes can allow for testing AI-based procurement solutions before full-scale implementation.

- Digital public procurement platforms should be upgraded to support emerging technologies, facilitating smarter and faster procurement processes. Enhancements should include AI-driven market monitoring, automated contract compliance, multi-currency bidding for global tenders, digital bank guarantees, and automated price discovery to improve efficiency and accessibility.
- Large-scale infrastructure projects should leverage remote monitoring and automation technologies to track real-time project progress and improve contract implementation.

The use of drones, interactive cameras at critical sites, and AI-powered dashboards can provide continuous monitoring, reducing delays and inefficiencies. Expanding digital contract implementation tools can ensure more effective project execution.

### Sustainability and Green Procurement

- Governments should explore the possibility of encouraging the use of life-cycle cost assessments in procurement decisions to prioritize long-term value over the lowest bid (L1) approach. Implementing a life cycle costing framework will allow procurement decisions to factor in long-term maintenance, environmental impact, and operational costs rather than just the initial purchase price.

- Public procurement policies should move towards incorporating mandatory green **specifications** across key sectors such as construction, ICT, energy, and transportation. Governments should transition from voluntary to mandatory green procurement criteria, which integrates sustainability into purchasing decisions. This will ensure that sustainability becomes an industry-wide practice rather than an optional consideration.

## **Institutional and Policy Reforms**

- Governments should strengthen institutional capacities by conducting training programs focused on modern procurement models and sustainable best practices. Technical expertise in new procurement methodologies, such as Quality and Cost-Based Selection (QCBS) and rated criteria, remains underutilized despite its alignment with global sustainability goals. Governments must provide specialized training for procurement officers to enhance efficiency, fairness, and transparency in procurement processes.
- Collaboration between the public and private sectors should be enhanced to create more effective procurement ecosystems. Procurement processes should incorporate early supplier engagement, pre-tender workshops, and risk-sharing contracts. This approach will foster innovation, reduce procurement risks, and create more resilient supply chains.

## **Modernizing Procurement Practices**

- Government procurement policies should be revised to support startups, women businesses and emerging technologies by relaxing turnover and experience requirements. Procurement frameworks should be adapted to allow startups to participate in public procurement without restrictive eligibility criteria. This will encourage the adoption of cutting-edge solutions and support economic growth by nurturing emerging businesses.



# GLOBAL PROCUREMENT SUMMIT 2025

Maximizing Value Addition By Procurement Through  
Sustainability & Simplification

10th -11th February 2025 | Le Meridien Hotel, New Delhi

## SUMMIT AGENDA

**Day 1: Monday, 10th February 2025**

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<b>00900-1000 hrs</b>	<b>Registration</b>
<b>1000 – 1100 hrs.</b>	<b>Inaugural Session</b>
<b>Introductory Remark</b>	<b>Ms. Rekha Sethi</b> Director General All India Management Association
<b>Welcome Address</b>	<b>Mr. Nikhil Sawhney</b> Past President, All India Management Association Vice Chairman and Managing Director, Triveni Turbines Ltd
<b>Keynote address</b>	<b>Ms Mio Oka</b> Country Director, Asian Development Bank
<b>Keynote address</b>	<b>Mr. Paul Procee</b> Operations Manager and Deputy Country Director The World Bank
<b>Keynote address</b>	<b>Mr. Sanjay Aggarwal</b> Advisor, Department of Expenditure Ministry of Finance
<b>Theme Address</b>	<b>Ms. Anna L Wielogorska</b> Regional Procurement Manager (South Asia) The World Bank
<b>Inaugural Address</b>	<b>Mr. Ajay Tamta</b> Minister of State for Road Transport & Highways, GOI



**Release of Summit Souvenir****Vote of Thanks****Prof. (Dr.) Rohit Singh**

Director

All India Management Association

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**1100-1130 hrs.****Networking Break**  
-----**1130-1300 hrs.****Plenary Session 1****Streamlining Procurement Processes for Greater Efficiency****Moderator****Mr. Sanjay Aggarwal**

Advisor, PPD, Ministry of Finance

Government of India

**Panelists****Mr. IPS Sethi**

Director General, National Informatics Centre,

Government of India

**Mr. Syed Jawed Ahmed**

Executive Director (CMMG)

Steel Authority of India Limited

**Mr. Brijendra Swaroop**

Executive Director Projects

National Mission of Clean Ganga, Ministry of Jal Shakti

**Mr. Sunil Bhasker**

Group General Manager, Procurement

National Capital Region Transport Corporation  
-----**1300-1400 hrs.****Lunch Break**  
-----**1400 – 1530 hrs.****Plenary Session 2****Newer Procurement Approaches****Moderator****Mr. Adu-Gyamfi Abunyewa**

Lead Procurement Specialist,

The World Bank

**Panelists****Mr. Abhijeet Sinha**

Technocrat, Program Director,

Ease of Doing Business

**Mr. Rajneesh Rana**

Head Convergence Energy Service Ltd

**Mr. Mirant Parikh**

Deputy Municipal Commissioner

Ahmedabad Municipal Corporation

**Shri. Pradeep Agrawal**

Joint Director General NRIDA

Ministry of Rural Development Government of India

**Mr. Arun Mehta**

Controller of Stores

Konkan Railways

**1530-1600 hrs.**

**Break**

**1600 -1715 hrs.**

**Plenary Session 3  
Supplier Engagement and Collaboration**

**Moderator**

**Mr. Vinay Sharma**  
Ex- Procurement Director,  
World Bank and African Development Bank

**Panelists**

**Mr. Kanwalpreet**  
Executive Director, Railway board

**Mr. Deepak Thukral**  
Executive Officer, Supply Chain  
Maruti Suzuki India Ltd

**Mr. Ajit Mishra**  
Executive Director,  
Dedicated Freight Corridor Corporation of India Limited

**Mr. Vishal Gupta**  
Executive Director, Deloitte

**End of Day 1**

**AIMA – Welcome to day 2**

**0930-1000 hrs.**

**Registration for Day 2**

**1000 – 1130 hrs.**

**AIMA – Welcome to day 2**

**Keynote address**

**Dr. D.J. Pandian**  
Director General,  
New Development Bank

**Special address**

**Mr. Stephane Y. Bessadi**  
Senior Procurement Specialist  
Asian Development Bank

**1030-1130 hrs.**

**Announcement of Results for AIMA-ICRC Case Study Competition on Procurement with presentation by the winner.**

**1130-1200 hrs.**

**Networking Break**

**1200- 1330 hrs.**

**Plenary Session 4  
Integrating Sustainability into Procurement Strategies**

**Moderator**

**Ms. Anna L Wielogorska**  
Regional Procurement Manager (South Asia)  
The World Bank

**Panelists**

**Atty. Rowena Candice Ruiz**  
Executive Director  
Government Procurement Policy Board – TSO  
Republic of the Philippines

**Mr. Quamrul Hasan**

Lead Procurement Specialist  
The World Bank

**Mr. John Karani**

National Chairman  
Kenya Institute of Supplies Management

**Ms. Manisha Choudhary**

National Coordinator  
Partnership for Action on Green Economy (PAGE)

**Mr. Rahul Agnihotri**

Advisor, Building Energy Efficiency and Sustainable Cooling  
Climate Division UNEP

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1330 – 1430 hrs.

**Lunch Break**

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1430 – 1600 hrs.

**Plenary Session 5****Leveraging Technology to maximize impact of Procurement****Moderator****Mr. V.S. Krishnakumar**

Ex-Procurement Regional Manager  
Europe & Central Asia, The World Bank

**Panelists****Mr. Satya Narayan Meena**

Additional CEO & Chief Financial Officer  
Government-e-Marketplace

**Mr. G.V.L. Satya Kumar**

Managing Director  
Centre for Railway Information Systems

**Mr. Praveen Kumar**

Managing Director  
Dedicated Freight Corridor Corporation of India Limited

**Ms. Rama Devi Lanka**

Director Emerging Technologies  
ITE&C Department, Government of Telangana

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1600 hrs. onwards

**Closing Session Followed by Vote of thanks**

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