



Ministry of Finance
Government of India



AIMA
ALL INDIA MANAGEMENT ASSOCIATION



GLOBAL PROCUREMENT SUMMIT 2026

From Vision to Value: Operationalising Strategic Procurement for Impact

04th-05th February 2026 | Le Meridien, New Delhi

SOUVENIR



Certificate Programme in **Contractual Dispute Resolution**

With Technical Support from The World Bank

About the Programme

The Certificate in Contractual Dispute Resolution, a blended learning programme is designed to prepare participants with the foundational knowledge and skills to understand and effectively manage contractual agreements. The course helps develop skills to identify and prevent common problems in contracts that may lead to disputes, while also providing techniques for resolving any disputes that may arise, through various methods. With a focus on both theory and practice, the curriculum explores a range of topics, including the legal framework of contract management, dispute resolution and best practices. The programme is designed in a manner to foster a managerial perspective on contract management and the dispute resolution process.

Key Features

- Certification from premier institute like AIMA with technical support from the World Bank
- Focused Course Structure to address specialised needs
- Blended Learning Environment
- Benefit from strong AIMA industry connect and network

Eligibility

Graduate in any discipline from a university recognised by UGC
Working experience of 2-3 years is desirable

Fee Structure

INR 30,000 plus GST as applicable.

AIMA GSTIN ID Number: 07AAATA1644A1ZH

PAN no. of AIMA: AAATA 1644 A

For further details contact - Programme Manager
ALL INDIA MANAGEMENT ASSOCIATION
15 link Road, Lajpat Nagar - III, New Delhi

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Procurement for Impact

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Souvenir

ALL INDIA MANAGEMENT ASSOCIATION

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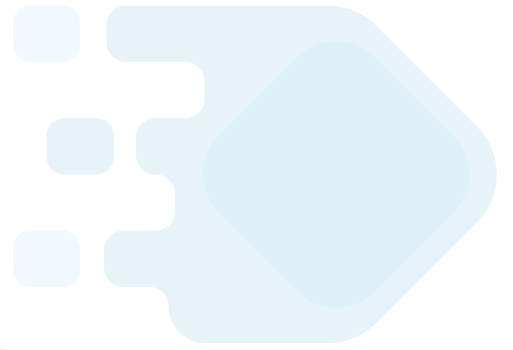
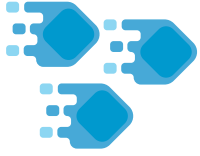


Associate Partners

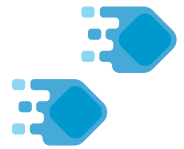


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ABOUT AIMA



About AIMA

The All India Management Association (AIMA) is the Voice of India's Leaders and Managers, and the apex body of the management profession in India. AIMA is a not-for-profit, non-lobbying organisation, and works closely with Industry, Government, Academia, and students to further the cause of the management profession in India.

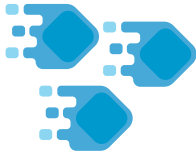
Established in 1957, AIMA has been serving the management community for close to 70 years, contributing immensely to the enhancement of management capability in the country. AIMA has a membership base of over 38,000 members and close to 6,000 corporate/institutional members, through 68 Local Management Associations affiliated to AIMA. The Association is represented on a number of policymaking bodies of the Government of India and national associations.

AIMA offers various services in the areas of testing, distance education, skill development & training, research, publications, executive education and management development programmes and special Forums for Young Leaders, Vice Chancellors and women leaders and managers.

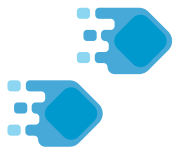
Over the decades, AIMA has evolved as times have changed and catered to the growing needs of today's management community. Apart from its flagship Post Graduate Diploma in Management, AIMA offers topical and industry-oriented programmes and initiatives to help management professionals and students keep in step with times, while offering state of the art business solutions for organisations and institutions.

As the pioneer of Distance Education, AIMA has always been an early starter, even in the digital space. AIMA was amongst the first organisations to offer Internet Based Remote Proctored Tests on a national level; and among the first to shift its service offerings online. AIMA quickly built digital expertise and now has the capability to offer its management programmes and business solutions in the physical, virtual and hybrid mode, as required.

AIMA also brings to the Indian managers, the best management practices, and techniques through numerous foreign collaborations with professional bodies and institutions. AIMA is an important and long-time member of the Asian Association of Management Organisations (AAMO), which promotes professional management in the Asia Pacific region. In addition, AIMA has developed close associations with several leading international Universities and Institutions including the UC Berkeley, UC Santa Cruz, St Gallen Symposium, Horasis, The World Bank to name a few.



MESSAGES





TV Narendran

*President, AIMA and
CEO & Managing Director
Tata Steel Ltd*

Dear Delegates,

It is a pleasure to extend my warm greetings on the occasion of the 11th Global Procurement Summit organised by AIMA.

The theme of this year's Summit, "From Vision to Value: Operationalising Strategic Procurement for Impact," is both timely and compelling. Procurement today has decisively moved beyond its traditional, transactional role to emerge as a strategic enabler of efficiency, accountability, and long-term institutional value. In an increasingly complex and interconnected global environment, procurement is expected to deliver not only cost and speed, but also alignment with broader imperatives of sustainability, equity, and resilience.

Turning strategy into real impact calls for translating intent into execution. This requires clear leadership direction, robust governance frameworks, and capable teams, supported by simpler processes and effective use of technology and data. Equally important is a mindset that embraces innovation and global best practices, with a clear focus on delivering measurable outcomes across value chains.

Over the years, the Global Procurement Summit has established itself as a vital platform for dialogue, learning, and collaboration. By bringing together leaders, experts, and practitioners from across sectors and geographies, the Summit enables meaningful exchange on how organisations can bridge the gap between strategic aspiration and on-ground procurement impact.

I am confident that the deliberations at this year's Summit will generate valuable insights and practical pathways for advancing procurement excellence. I wish all participants an engaging, thought-provoking, and outcomes driven experience.

**Rekha Sethi**

*Director General
All India Management Association*

It is a pleasure to welcome you to the 11th edition of the Global Procurement Summit (GPS), AIMA's annual platform dedicated to advancing procurement excellence across sectors and geographies.

This year's theme, "From Vision to Value: Operationalising Strategic Procurement for Impact," addresses the urgent need to move from intent to execution. While sustainability, digitisation, and resilience have become strategic priorities, the real challenge lies in embedding these into procurement processes in ways that yield tangible, scalable outcomes.

Simplifying procurement frameworks, strengthening institutional capacity, and leveraging technology are critical to translating strategy into action. At the same time, procurement systems must evolve to handle complexity—balancing compliance with agility, cost with purpose, and local responsiveness with global alignment.

AIMA remains committed to supporting the professionalisation of procurement and strengthening its institutional capacity. Platforms such as Global Procurement Summit offer a valuable opportunity to exchange insights, surface actionable ideas, and build partnerships for lasting impact. We are grateful to our partners from government, multilateral agencies, and industry for their enduring support.

I look forward to the rich discussions ahead and to the advancement of forward-looking approaches that will benefit organisations and ecosystems alike.



Paul Procee

*Country Director (Acting) – India
The World Bank*

At a time when governments around the world are confronted with increasingly complex development challenges — from climate change and rapid urbanization to fiscal constraints and rising citizen expectations — the role of public procurement has never been more pivotal. Today, procurement is no longer a back-office administrative function. It is a powerful instrument of public policy, capable of shaping markets, strengthening institutions, and delivering measurable outcomes for people.

In India alone, public procurement represents nearly a quarter of national GDP. The manner in which these vast public resources are planned, contracted, and managed has a direct bearing on the quality of infrastructure, access to essential services, the competitiveness of local enterprises, and ultimately the trust that citizens place in public institutions.

Over the past decade, India has undertaken a remarkable journey in modernizing its procurement systems — introducing e-procurement platforms, strengthening integrity frameworks, professionalizing procurement cadres, and embracing transparency as a core principle. Yet, the true measure of success lies not in the sophistication of policies, but in their operationalization — in our collective ability to translate policy intent into outcomes that improve lives.

The theme of this Summit — From Vision to Value — captures this imperative with clarity.

It invites us to reflect on critical questions:

- How do we embed sustainability, climate resilience, and inclusion into everyday procurement decisions?
- How can emerging technologies — data analytics, artificial intelligence, and digital governance tools — help us manage risk, improve performance, and enhance accountability across the procurement life cycle?
- How do we build institutional capability so that procurement professionals become strategic partners in development, not merely custodians of procedure?

At the World Bank, we increasingly see procurement as a development multiplier — a means to advance green growth, support MSMEs, stimulate innovation, and promote integrity. Outcome-oriented contracting models, performance-based approaches, and partnerships with the private sector are redefining how public value is created. But these models demand stronger skills, deeper market intelligence, and a mindset that balances compliance with results.

On behalf of the World Bank, I would like to reaffirm our deep commitment to supporting India's development agenda through financing, policy dialogue, technical assistance, and global knowledge exchange. Our partnership with Ministry of finance, Government of India and AIMA for this Summit reflects a shared belief that strong procurement systems are foundational to good governance and inclusive growth.

I encourage all participants — policymakers, practitioners, academics, development partners, and industry leaders — to use this forum not merely to exchange ideas, but to forge collaborations that endure beyond these two days. Let us work together to ensure that public procurement in India and across the world truly moves from vision to value — delivering services with integrity, efficiency, and impact for every citizen.

I wish the Global Procurement Summit 2026 every success.



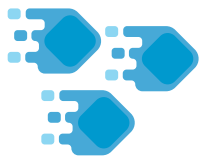
Dr Rohit Singh

*Director
Centre for Management Education
All India Management Association*

Procurement today plays a far more strategic role than ever before—enabling innovation, sustainability, digital integration, and institutional agility. Yet, real transformation depends on translating these aspirations into everyday practices, systems, and organisational behaviours.

The 11th Global Procurement Summit (GPS), themed “From Vision to Value: Operationalising Strategic Procurement for Impact,” focuses on this vital transition—from strategic ambition to operational delivery. As public and private sector organisations adapt to growing complexity, the emphasis must shift towards capability building, simplified procedures, and scalable digital solutions that embed strategy into execution.

GPS continues to serve as a powerful platform for knowledge exchange, enabling participants to share insights, identify practical innovations, and shape approaches that strengthen procurement outcomes across diverse environments. We are thankful for the continued support of the Ministry of Finance, Government of India; the World Bank; the Asian Development Bank; the New Development Bank; and our valued industry partners and public institutions. I welcome all delegates and hope the discussions help build the tools, networks, and clarity needed to meet evolving procurement demands with confidence and effectiveness.



BACKGROUND NOTE



Background

Global Procurement Summit (GPS) 2026

Procurement systems across the world are undergoing a fundamental transformation. Once perceived largely as a compliance-driven, transactional function, procurement today stands at the crossroads of governance reform, economic resilience, sustainability, and value creation. Governments, public sector enterprises, multilateral institutions, and corporates increasingly recognise procurement as a strategic instrument capable of shaping development outcomes, strengthening institutions, and delivering measurable public value.

This transformation is being driven by a convergence of global forces, including increasing fiscal pressures, intensified scrutiny of public expenditure, recurring supply-chain disruptions, escalating climate and sustainability imperatives, rapid digitalisation, and heightened expectations for transparency, inclusiveness, and accountability.

In this evolving context, procurement is no longer assessed merely by cost savings or procedural adherence, but by its ability to translate policy intent into tangible outcomes—economic, social, environmental, and institutional.

Against this backdrop, the 11th Global Procurement Summit (GPS 2026), organised by the All India Management Association (AIMA) in collaboration with the Ministry of Finance, Government of India, and the World Bank, seeks to advance the global dialogue on the next phase of procurement reform. Scheduled for 4–5 February 2026 at Le Meridien, New Delhi, GPS 2026 brings together senior policymakers, procurement leaders from public and private sectors, multilateral development partners, global experts, academicians, and practitioners from India and across the world.

Theme: From Vision to Value – Operationalising Strategic Procurement for Impact

The theme of GPS 2026—“From Vision to Value: Operationalising Strategic Procurement for Impact”—captures a critical inflection point in the evolution of procurement systems. While significant progress has been made in framing progressive procurement policies, guidelines, and digital platforms, the real challenge lies in effective implementation. Bridging the gap between policy vision and on-ground execution requires institutional capacity, professional skills, adaptive frameworks, and leadership commitment.

Strategic procurement today must address interconnected objectives—delivering value for money, strengthening supply chains, embedding sustainability and ESG principles, supporting MSMEs, managing market risks, and leveraging technology responsibly. Achieving these goals requires a shift from fragmented reforms to coherent, outcome-oriented procurement ecosystems.

GPS 2026 is therefore designed as a platform for practical insights, peer learning, and global perspectives—focusing not only on what needs to be done, but how procurement systems can be re-engineered to deliver impact at scale.

Plenary Sessions: Anchoring the Strategic Dialogue

The Summit programme is structured around five thematic plenary sessions, each addressing a critical dimension of contemporary procurement transformation. Together, these sessions provide a comprehensive narrative—from sustainability and future-readiness to institutional capacity and global supply chains.

Plenary Session 1: Procurement for a Sustainable Future

Sustainability has emerged as a defining imperative for procurement systems worldwide. This plenary session focuses on how procurement can act as a powerful lever to advance environmental stewardship, social inclusion, and long-term economic resilience. Discussions will examine the integration of sustainability criteria into procurement decision-making, balancing cost considerations with lifecycle value, and embedding climate-responsive and inclusive approaches across public spending.

The session will also explore how sustainable procurement contributes to national and global development goals, including climate action, resource efficiency, and equitable growth, while ensuring transparency and accountability in public expenditure.

Plenary Session 2: Procurement for the Next Generation

As procurement enters a new era shaped by digital technologies, data analytics, and evolving skill requirements, the need for future-ready procurement systems has never been greater. This plenary session addresses how procurement functions can adapt to emerging technologies such as artificial intelligence, digital platforms, and advanced analytics, while nurturing a new generation of procurement professionals.

It will showcase how technologies like AI-powered demand forecasting, blockchain for secure and transparent transactions and digital platforms for real-time data sharing and predictive insights are redefining the future of procurement.

Plenary Session 3: From Policy to Practice – Procurement as Enabler of Development

One of the central challenges in procurement reform lies in translating policy frameworks into effective implementation. This plenary session focuses on procurement's role as an enabler of development outcomes—across infrastructure, social sectors, and economic programmes.

Panelists will share insights on aligning procurement processes with development objectives, managing risks and compliance, and ensuring that procurement systems support timely project delivery and value creation. The session will also address the role of oversight, audit, and institutional coordination in strengthening trust and effectiveness in procurement systems.

Plenary Session 4: Building Institutional Capacity to Sustain Professional Excellence

Institutional capacity is the cornerstone of sustainable procurement reform. Without skilled professionals, robust institutions, and continuous learning mechanisms, even the best-designed policies risk falling short. This plenary session focuses on capacity building as a strategic investment—spanning individual competencies, organisational systems, and national frameworks.

Discussions will explore professionalisation of procurement, competency frameworks, leadership development, and the role of national and international institutions in fostering procurement excellence. The session highlights how capacity-building initiatives can future-proof procurement systems and ensure consistency, integrity, and performance over time.

Plenary Session 5: Global Supply Chains and Procurement

Global supply chains have faced unprecedented disruptions in recent years due to geopolitical tensions, pandemics, and economic volatility. This plenary session examines the evolving role of procurement, driven by technology and innovation, in managing global supply chains, enhancing resilience, and navigating uncertainty.

The discussion will focus on strategic sourcing, risk mitigation, supplier diversification, and localisation strategies, as well as the implications of geopolitics on procurement decisions. By drawing on global and regional experiences, the session aims to provide actionable insights for both public and private sector procurement leaders operating in interconnected markets.

Towards Actionable Outcomes

Beyond dialogue, GPS 2026 is designed to generate actionable insights that can inform policy, practice, and capacity-building efforts. The Summit encourages participants to reflect on how procurement can deliver measurable impact—by strengthening institutions, improving governance, supporting innovation, and contributing to sustainable development.

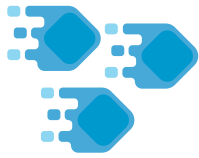
To support practical learning, GPS 2026 also promotes initiatives such as the AIMA–ICRC Case Study Competition and the World Bank CoP Blog Competition. These platforms encourage practitioners and researchers to share real-world experiences, innovative ideas, and implementation lessons in procurement. By documenting successful practices and challenges, they facilitate knowledge sharing, inspire new approaches, and contribute to strengthening and transforming procurement systems in a practical and scalable manner.

The inclusion of case-based learning, practitioner perspectives, and global expertise ensures that discussions remain grounded in real-world challenges and solutions. GPS 2026 also reinforces the importance of collaboration—across governments, multilateral agencies, industry, and academia—in shaping the future of procurement.

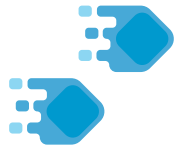
Conclusion

The Global Procurement Summit 2026 arrives at a defining moment for procurement systems worldwide. As expectations from procurement continue to expand, the need to move decisively from vision to value has never been more urgent. By focusing on operationalisation, institutional capacity, and global collaboration, GPS 2026 seeks to chart a pragmatic and forward-looking pathway for procurement reform.

Through informed dialogue and shared learning, the Summit aspires to strengthen procurement as a strategic function—capable of delivering impact, building trust, and driving sustainable development in an increasingly complex global environment.



AGENDA





Global Procurement Summit 2026

From Vision to Value: Operationalizing Strategic Procurement for Impact

4th-5th February 2026, Le Meridien Hotel, New Delhi

SUMMIT AGENDA

Day 1: Wednesday 4th February 2026

00900-1000 hrs.	Registration
1000 – 1100 hrs.	Inaugural Session
Lighting of lamp	
Welcome Address	Ms. Rekha Sethi Director General All India Management Association
Keynote address	Ms. Aarti Mehra Deputy Country Director Asian Development Bank
Special Address	Mr. Mihir Kumar Chief Executive Officer Government e Marketplace
Theme Address	Ms. Anna L Wielogorska* Regional Procurement Manager (South Asia), The World Bank
Special Address	Shri V. Vualnam Secretary, Department of Expenditure Ministry of Finance, GOI
Release of Summit Souvenir	
Vote of Thanks	Prof. (Dr.) Rohit Singh Director All India Management Association
1100-1130 hrs.	Networking Break

1130-1300 hrs.

Plenary Session 1
Procurement for a Sustainable Future

Moderator

Dr Shailly Kedia
Director and Senior Fellow
The Energy and Resources Institute (TERI)

Panelists

Mr. Sanjay Kumar
Chief Executive Officer
NEXGEN Procurement Solutions

Ms. Mercy Epao
Joint Secretary, Ministry of MSME

Ms. Anne Claire Howard
Director of Procurement
UNOPS

1300 – 1400 hrs.

Lunch Break

1400 – 1530 hrs.

Plenary Session 2
Procurement for the Next Generation

Moderator

Mr. Brish Bhan Vaidya
Strategic Procurement & Supply Chain Leader, Uber

Panelists

Mr. Satya Narayan Meena
Additional CEO
Government e Marketplace

Mr. Jonathan Cheung
General Manager, ASIA
Chartered Institute of Procurement
and Supply (CIPS)

Mr. Anil Kumar Garg
Senior Executive Vice President
Reliance Industries Limited

Mr. Ashish Aggarwal
Vice President and Head of Government Policy &
Engagements, Nasscom

1530 – 1600 hrs.

Break

1600 - 1715 hrs.

Plenary Session 3
**From Policy to Practice: Procurement as Enabler of
Development**

Moderator

Mr. Ajit Kumar Mishra
Director (Works)
IRCON International Limited

Panelists

Mr. Jesper Pedersen

Director, Procurement Division
Procurement Portfolio and Financial Management
Department, Asian Development Bank

Ms. Padma Jaiswal, IAS

Secretary, Government of GNCT Delhi

Mr. K. Subramaniam

IAAS, Director General (Procurement Audit)
Comptroller and Auditor General of India

Mr. Partha Sarathi Reddy

Programme Director
NITI Aayog

End of Day 1

AIMA – Welcome to Day 2

0930-1000 hrs.

Registration for Day 2

1000 – 1115 hrs.

AIMA – Welcome to day 2

1000 - 1100 hrs.

Announcement of Results for AIMA-ICRC Case Study

Presentation by the winner.

1100-1115 Hrs.

Announcement of Winners for World Bank COP Blog Competition

1115 – 1145 hrs.

Networking Break

1145-1200 hrs.

MOU Signing of AIMA & CIPS

1200- 1330 hrs.

Plenary Session 4
Building Institutional Capacity to Sustain Professional Excellence

Moderator

Mr. Robin Kumar Thakur

Senior Procurement Specialist
The World Bank

Panelists

Mr. Stephane Bessadi

Senior Procurement Specialist
Asian Development Bank

Mr. Jonathan Cheung
General Manager, Asia
Chartered Institute of Procurement
and Supply (CIPS)

Mr. Ian Taylor
Chief Executive Officer
TECHGIANT

Ms. Sizi Qolohle
Chief Director
Governance, Monitoring and Compliance
South Africa

1330 – 1430 hrs.

Lunch Break

1430 – 1600 hrs.

Plenary Session 5
Global Supply Chains and Procurement

Moderator

Mr. Krishnamani J
Partner, Deloitte

Panelists

Mr. Praveen Kumar
Managing Director
Dedicated Freight Corridor Corporation of India
Limited (DFCCIL)

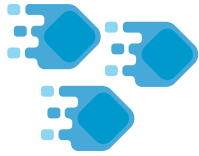
Dr. Sanjay Gupta
Joint President and Chief Procurement Officer
Adani Group

Mr. Pankaj Aggarwal
Chief Operating Officer
UNIBUILD (Motherson Group)

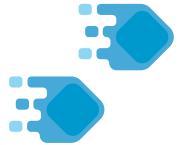
Mr. Praveen Kumar
Executive Director
Project Exports Promotion Council of India

1600 hrs. onwards

Closing Session followed by vote of thanks



Case Study Competition on Procurement – Background



Case Study Competition on Procurement

ABOUT AIMA INDIA CASE RESEARCH CENTRE (ICRC)

The AIMA case research centre primarily focuses on developing and publishing Industry based India-focused research cases. There are two major users of the management cases. While B-schools faculties are looking for relevant and high-quality cases, which meet the curriculum requirement and learning outcomes. The Industry being another major user of the case studies in their orientation programmes and MDPs, generally is looking for analytical cases based on best practices/ reasons of failure/ entry and survival strategies within the ambit of governmental policies. In both the situations, it is difficult to find the appropriate cases available among the current crop of publications or the access to such cases is limited to few or the cost implications are high.

OBJECTIVES OF CASE CENTRE

- Developing, publishing and distributing high-quality India-focused research cases for global consumption.
- Creating an opportunity to convert business challenges into business cases.
- Create a pool of effective case writers and editors.
- Developing the largest repository of management cases in India.
- Making quality cases accessible to management teacher at the majority of management institutes/ universities/colleges/departments for day to day teaching purpose.
- Create a virtual community of Institutions and organization interested in the development of business and management cases.
- Connecting faculties in various B-schools/ university departments, approved/ unapproved institutions, consultants and industry professional at the individual level to the virtual community for exchange of ideas and opportunity for mutual benefit and growth.

AIMA India Case Research Centre (ICRC) successfully organized a Case Study Competition as a part of Global Procurement Summit 2026 on 28th January'26.

The event was designed to motivate and stimulate a competitive spirit among individuals and teams from institutions, businesses, Public Sector Units (PSUs), and government departments. They were provided with the opportunity to learn from and compete against teams from other participating entities in a setting that adopted collaborative thinking and fostered creative problem-solving.



The competition was open to any Individual, firm, company, organization, or institution that had contributed towards procurement in a unique way, whether through digital transformation, Innovation, green procurement, socially responsible practices, or other procurement-related areas.

The goal of the competition is to highlight high-impact procurement and its practitioners and to give the industry a platform to acknowledge this expertise.

Evaluation Criteria: Submissions were evaluated based on three critical parameters:

- Uniqueness of Procurement Process
- Impact of Procurement
- Scale and Sustainability

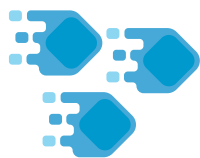
Participants were encouraged to present their cases within specific categories, each aligned with crucial aspects of economic development and procurement. These categories included:

 Public Procurement	 Private Sector Procurement (illustrative)
<ul style="list-style-type: none"> ➤ Transparency & accountability ➤ e-Procurement & digital governance ➤ Sustainable/green & inclusive procurement ➤ MSME & local value creation ➤ Risk & compliance in government contracts ➤ Data-driven procurement ➤ PPP models & outcomes ➤ Crisis procurement (e.g., disasters) ➤ Ethics & anti-corruption 	<ul style="list-style-type: none"> ➤ Strategic sourcing & SRM ➤ Digital transformation (AI/Blockchain/IoT) ➤ Procurement-led innovation & agility ➤ Responsible/ESG sourcing ➤ Category management & cost optimisation ➤ Risk mitigation in volatile markets ➤ Post-pandemic resilience ➤ Supplier diversity & inclusion ➤ Spend analytics & visibility ➤ Integrating ESG into procurement strategy ➤ Vendor support and procurement life cycle management

The evaluation of the best case was done in a systematic and phased manner.

At the first stage, a thoughtful selection of outstanding cases was chosen from a pool of submissions by the author. In the second stage, the presentations were evaluated by the learned jury members comprising of eminent and well known personalities from the field of academicians and Industry.

The abstracts of these cases are showcased in the following pages of this souvenir, offering readers valuable insights into innovative and impactful procurement practices.



ABSTRACTS



Addressing Predatory Pricing and Abnormally Low/High Bids in Public Procurement in India

Abhirup Ghosh, e-Procurement Consultant

Public procurement systems increasingly face distortions arising from abnormally low bids (ALBs) and abnormally high bids (AHBs), which can undermine fair competition, compromise quality, and expose procuring entities to execution, financial, and reputational risks. Traditional price-centric evaluation mechanisms—particularly L1-based award systems—often lack the analytical depth required to assess bidder intent, cost feasibility, and prevailing market dynamics, resulting in suboptimal procurement outcomes.

This case examines these challenges through a real-world procurement scenario from pre-e-Procurement India, where a bid quoting nearly 99% below the estimated cost was initially flagged as abnormally low. While extreme price deviation typically triggers concerns of non-serious bidding or execution risk, a deeper contextual assessment revealed that price deviation alone was insufficient to establish bid abnormality. The bidder demonstrated credible execution capability, commercial rationale, and operational feasibility, challenging conventional assumptions embedded in threshold-based screening models.

The case argues that identification and treatment of ALBs and AHBs should not rely solely on rigid percentage deviations from estimated cost. Instead, it advocates a risk-based, multi-dimensional evaluation framework that incorporates bidder capability, historical bidding behavior, past performance, market benchmarks, and project-specific execution risks. Such indicators should serve as decision-support mechanisms, enabling informed scrutiny rather than automatic bid rejection.

At its core, the case presents a governance dilemma: how procurement systems can balance system-enabled intelligence with informed human judgment. It positions ALB and AHB management as a broader institutional risk-management challenge, requiring cross-functional coordination, data maturity, and calibrated use of technology to strengthen procurement integrity without discouraging genuine competition.

BPCL -VENDOR REGISTRATION PORTAL (VRP)

Nandhini N Management Trainee Central Procurement Organisation – CPO (M)

Anshu Ranjan Tiwari Junior Executive (Accounts), Finance Central Procurement Organisation – CPO (M)

Himanshu Kapoor Junior Executive (Accounts), Finance Central Procurement Organisation – CPO (M)

Sarvesh Kumar Pareek Assistant Executive Central Procurement Organisation – CPO (M)

Public sector procurement organizations operating across multiple business units often struggle to balance ease of vendor access with strong governance, transparency, and departmental autonomy. This case examines Bharat Petroleum Corporation Limited (BPCL) and its strategic response to long-standing inefficiencies in vendor registration across its diverse business units, including fuel distribution, aviation services, petrochemicals, transportation, and corporate functions.

Prior to digital intervention, BPCL followed a fragmented, manual vendor registration process in which each business unit maintained separate procedures and vendor lists. Vendors faced significant entry barriers, including lack of visibility on registration status, inconsistent documentation requirements, and prolonged processing timelines spanning several weeks. Procurement teams, in turn, were burdened with manual routing, document follow-ups, accountability gaps, and audit challenges, resulting in reduced vendor participation, governance risks, and reputational concerns.

The case presents a strategic dilemma faced by BPCL's leadership: whether to continue with decentralized manual processes, adopt basic digitization, or develop a unified Vendor Registration Portal (VRP) with intelligent routing capabilities. The central challenge lay in designing a system that could provide a single, user-friendly access point for vendors while preserving business unit autonomy, ensuring transparent competition, strengthening compliance, and maintaining robust audit trails.

The case explores stakeholder perspectives across vendors, procurement teams, compliance, IT, finance, and senior leadership, highlighting the trade-offs between technological integration, governance control, and organizational change. It offers insights into public procurement digitization, e-governance design, and how large PSUs can leverage digital platforms to expand vendor ecosystems, improve efficiency, and strengthen procurement integrity.

Operationalising Purpose-Driven Procurement Outcomes in Mining, Alloys & Energy with an AI-native Source-to-Pay Execution Layer

Sunny Tikoo, Assistant Vice President, Intellect Design Arena Ltd

Utkarsh Bali, Assistant Manager, Product Marketing, Intellect Design Arena Ltd

Procurement functions increasingly face a paradox: strategic intent is clear, yet outcomes remain inconsistent due to fragmented execution. This case examines a large, diversified enterprise with annual procurement spend exceeding USD 1Billion, operating across multiple geographies and complex supplier ecosystems in mining, alloys, and energy. While leadership aimed to accelerate sourcing cycles, strengthen supplier governance, and convert negotiated savings into realised value, procurement execution remained uneven across sites and business units.

RFx cycles were slow and variable, supplier qualification lacked consistent discipline, contract compliance drifted under operational urgency, and spend visibility lagged decision needs. ERP platforms provided financial controls but limited support for intelligence-led procurement execution. The Enterprise must decide how to institutionalise strategic procurement outcomes without slowing operations, increasing organisational friction, or relying on heroic effort from a small central team.



The "Right-Fit" Protocol: Risk & compliance in Public Procurement

Himanshu Sagar, DGM/Civil, IRCON

The "Right-Fit" Protocol representing a transition from ad hoc drafting to strategic procurement in a multiclient ecosystem. The case study details a strategic procurement framework designed to mitigate liability risks and enhance compliance within a complex, multi client infrastructure ecosystem. To counter challenges such as contractual mismatches and vetting bottlenecks arising from the application of rigid railway templates to diverse projects, IRCON introduced a series of governance and process interventions, including a "Schedule of Powers" for delegated authority and expert vetting teams for high-value tenders.

The protocol emphasizes process simplification through hybrid contract models and the removal of specific arbitration clauses to speed up dispute resolution, while simultaneously promoting fair competition by mandating the inclusion of "Or Equivalent" specifications to eliminate brand monopolies.

These measures have yielded significant operational and economic benefits, including improved financial discipline through automated price variation adjustments and robust support for MSMEs, achieving 26.56% procurement from MSEs in FY 24-25. Future strategies include integrating AI tools for contract management and mandating green certifications for suppliers by 2027 to align with national net-zero targets.

From Lowest Bid to Long-Term Value View on EPC & HAM Procurement Dilemmas in Highway Projects

Jai Prakash Goyal, Independent Infrastructure & Procurement Advisor

India's national highway programme represents long-life public infrastructure assets with economic, logistics, safety, and social implications extending well beyond the construction phase. Procurement decisions taken at the award stage influence execution behaviour, fiscal outcomes, and public trust over multiple decades. EPC and Hybrid Annuity Model (HAM) contracts were introduced to accelerate delivery, manage fiscal exposure, and attract private participation while maintaining transparency and audit compliance; however, practitioner experience indicates that procurement success at contract award does not always translate into sustainable asset performance. Over the last decade.

From the perspective of a senior technical practitioner engaged with these programmes, the scale of delivery has been impressive. However, repeated patterns of execution stress, delays, disputes, and financial strain have raised questions about whether transaction-based procurement outcomes alone are sufficient to deliver sustainable public value.

This case is based on professional observation and analysis, not on institutional decisions or formally adopted reforms.

Project PACE: Procurement Automation & Cost Excellence at Mankind Pharma Limited

Abhishek Anand, Assistant General Manager, Mankind Pharma

Mukesh Dalal, Sr General Manager, Mankind Pharma

The Indian pharmaceutical industry operates in an environment characterized by intense price competition, stringent regulatory oversight, complex supply chains, and continuous pressure to balance affordability with profitability. As companies scale across domestic and international markets, procurement has emerged as a critical lever for margin improvement, risk mitigation, and operational resilience. Direct material costs—particularly APIs, excipients, packaging materials, and third-party manufactured finished goods—constitute a significant portion of the cost base, while indirect spends such as logistics, services, MRO, and administration add further complexity due to decentralization and demand fragmentation.

Mankind Pharma is among India's fastest-growing pharmaceutical companies, with a strong presence across chronic and acute therapies, consumer healthcare, veterinary products, and exports. Over the years, the company has expanded rapidly through new product launches, third-party manufacturing partnerships, and geographic diversification. This growth trajectory, while strengthening market position, also resulted

in a highly complex procurement landscape: multiple manufacturing plants, thousands of active vendors, decentralized buying practices, and heterogeneous processes across business units and subsidiaries.

Furthermore, below points also added to the criticality of the Procurement at Mankind Pharma:

- Geopolitical tension with China: A major source of key APIs and intermediates, increased uncertainty around pricing, availability, and lead times due to higher tariffs, import restrictions, regulatory scrutiny, and MIP-related challenges.
- Russia-Ukraine war : This has disrupted global supply chains for several excipients and intermediates, particularly those originating from or routed through Europe.
- Post-COVID cost inflation led to sustained upward pressure on raw material (RM) and packaging material (PM) costs, directly impacting margins across the pharmaceutical industry.
- Change in product mix toward specialty and complex products increased dependency on critical APIs, excipients, and packaging components, elevating procurement's role from a transactional function to a strategic enabler of the product pipeline.
- Cash flow constraints following the ₹14,000 crore acquisition of Bharat Serums & Vaccines (BSV) tightened capital allocation, sharpening the organizational focus on cost efficiency and working capital management.
- Expansion into the US and other regulated or semi-regulated markets increased requirements for quality, compliance, and supply reliability, further raising the strategic importance of procurement.

The case study presents the turnaround story of procurement in Mankind Pharma. How the company did the digital transformation and used Gen AI to its advantage saving crores and increasing efficiency in the system.

UniBuild Case Study – Manufacturing As A Service Platform

Pankaj Aggarwal, Chief Operating Officer, Motherson Manufacturing Services Limited

Mukul Malik, DGM Marketing, Motherson Manufacturing Services Limited

Malvika Roy, Marketing Manager, Motherson Manufacturing Services Limited

Global manufacturing supply chains are facing unprecedented disruption due to geopolitical instability, China + 1 sourcing strategies, supplier bankruptcies in developed markets, and rising compliance and ESG requirements. These shifts have intensified procurement risks for large enterprises while simultaneously constraining MSMEs that lack scale, capital, digital capability, and access to global markets.

This case examines UniBuild, Motherson Group's Manufacturing-as-a-Service (MaaS) platform, launched to address these systemic challenges through a technology-led, platform-based procurement ecosystem. Leveraging Motherson's presence across more than 48 countries, UniBuild integrates sourcing, manufacturing, logistics, quality, and finance into a single digital interface. The platform enables customers to diversify sourcing, reduce supply chain risk, and gain end-to-end visibility, while empowering MSMEs with access to OEM-grade raw materials, capital equipment, tooling, compliance support, and predictable global demand.

The case explores how UniBuild redefines procurement from a transactional function into a strategic value driver, while balancing asset-light scalability with operational control. It raises critical questions around platform governance, MSME integration into global value chains, and the role of incumbent manufacturers in orchestrating digital manufacturing ecosystems.

Case Study of Neyveli Uttar Pradesh Power Limited (NUPPL) – How it overcame the "Contractual Deadlock".

Snigdha Shukla, DEE/C&P, Neyveli Uttar Pradesh Power Limited (NUPPL)

This case study analyses NUPPL's strategic intervention at the 3*660 MW Ghatampur Thermal Power Project after the primary Balance of Plant (BOP) contractor, BGRESL, entered insolvency. This "contractual deadlock" stalled critical work at Ash and Coal Handling Plants, and many other critical areas, risking over ₹500 Crore in sub-vendor payments and projected IDC of ₹2.5 Crore per day. At this juncture, NUPPL decided on to shift their role, from merely being the "Principal Contractor" to the "Strategic Executor". It adopted the "Direct Interventionist Model". NUPPL operationalized a "Step-in" strategy to ensure execution continuity without prolonged legal suspension using many ways including but not limited to:

Tripartite Payments: Operationalized "The Way Forward Mechanism" to pay sub-vendors directly, ensuring labour and critical vendors remained active.

Surgical De-scoping: Utilized GFR 2017 provisions to re-award stagnant works to specialized agencies via 200+ express orders worth over ₹340 Crores at the "risk and cost" of the original contractor.

Financial Safeguards: Encashed Performance Bank Guarantees valued at approximately ₹490 Crore.

Outcomes and Key Learnings

NUPPL successfully achieved Unit-1 commissioning in December 2024, generating approx. ₹2,638 Crore in its first year of operation. NUPPL further achieved the successful commissioning of Unit-2 in December, 2025, completing its successful trial run remarkably in the first attempt. Key takeaways emphasize that Resilience Over Cost is vital, as the cost of delay far outweighs direct intervention. Further, proactive governance, explicit Step-in Rights, and mitigating Single-Vendor Risk through modular sourcing are essential for preserving value in mega-projects.

End-to-End Modernisation of Bed Linen Procurement and Supply Chain for Indian Railways

Sandeep Kumar Singh, Dy. Chief Materials Manager, Northern Railways

Indian Railways, the World's fourth-largest railway network, undertook a transformative overhaul of its bed linen procurement and distribution system in AC passenger coaches. Facing recurring hygiene and quality complaints, advancements in fibre technology, the Railways launched a multi-stakeholder initiative to standardize specifications, introduce hospitality-industry-aligned product standards, conduct user-feedback-based trials and standardize evolved specifications through BIS, and digitize procurement practices. Through extensive stakeholder engagement—spanning reputed textile manufacturers, eminent academicians, government organizations, industry experts, hospitality comparatives, quality assurance agencies, and passenger feedback—an innovative framework was devised. This framework integrates Indian and global textile standards (BIS & Oeko-Tex), introduces antimicrobial and stain-resistant textiles, revamps washing and logistics protocols, and mandates multi-stage inspections for transparency. The resulting impact includes improved passenger satisfaction (over 83% rating "very good" or "excellent" in trials), inventory optimization (PAR level standardized at 9x daily use), significant lifecycle cost reductions, and enhanced vendor transparency. The initiative was then scaled pan-India, positioning Indian Railways as a benchmark

for public-sector procurement innovation in high-volume passenger amenities. The improved linen has been provided in recently launched flagship Vande Bharat Sleeper train flagged off by Hon. PM Sh. Narendra Modi on 17.01.2026 in Malda Town. The improved lined has received overwhelmingly positive feedback from across the spectrum including national media, social media and passengers alike.

Strategic Development of Sub-Zero Climate Clothing Kits (-20C) for Railway Personnel in Kashmir Valley

Sandeep Kumar Singh, Dy. Chief Materials Manager, Northern Railways

In a pioneering initiative, Northern Railway undertook the development and procurement of sub-zero climate clothing kits for staff working in the harsh winter conditions of the Kashmir Valley, where temperatures drop to -20°C. Traditionally, no such protective gear had been designed for railway employees, and these employees faced potential occupational hazards during track maintenance and operations in extreme weather and with rising train operations in Kashmir valley, the need for such specialized gear is highly critical.



During the development of sub-zero clothing for Indian Railways requirement, it was learnt that Ordnance Factories produce indigenously designed extreme cold weather clothing for the Indian Army, which ensures soldiers can operate effectively in the sub-zero temperatures of the Himalayan region. However, no such clothing and specification were available for Indian Railways. Northern Railway engaged in strategic collaboration with Ordnance Factory Shahjahanpur, to review, redesign and overhaul the existing clothing specifications supplied to the Indian Army and customized them to address railway-specific requirements for staff working on track as track maintainers, signal maintainers, pointsman and ART/ARME staff; as the operational and functional requirements of these staff mandated redesigning of sub-zero climate clothing kit. This marked the first time such specialized safety gear was introduced in Indian Railways. The project was highly successful and these revised Sub-zero climate clothing kits were custom tailored for railway requirement and procured through Ordnance Factory Shahjahanpur and a total of 607 clothing kits comprising 3-layered jackets, 3-layered trousers, gloves, snow boots, and caps were successfully distributed to frontline staff.

Building upon this success, Northern Railway advanced further by collaborating with Ordnance Factory Shahjahanpur to explore newly developed graphene-coated Hexarel fiber by Reliance Industries. This led to the development and successful field testing of India's first single-layer jacket capable of withstanding -20°C, ensuring lighter, more durable, and ergonomically advanced solution. This initiative not only delivered enhanced safety and comfort but also set a benchmark in public procurement innovation by combining indigenous expertise, cross-sector collaboration, and supplier development.

Foundation Day Blog Competition organised by the Community of Practice on Public Procurement an Initiative of World Bank Group*

***The views expressed in these blogs are those of the author and do not necessarily reflect the views of the World Bank Group or AIMA**

Public Procurement for a Better Tomorrow: Integrating Sustainability and Innovation

Rahul Pachori

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Awarded as: Theme 1 Runner-Up

There was a time when public procurement in India was a quiet, behind-the-scenes affair, more about paperwork than purpose, more about compliance than creativity. Government offices wrestled with files, tenders moved at a snail's pace, and the system's sheer size often slowed its own progress. Yet, over the past two decades, a quiet revolution has taken place. From manual bidding to the Government e-Marketplace (GeM), from departmental silos to Digital Public Infrastructure, India has built one of the world's largest, most transparent, and technology-driven procurement ecosystems. What was once a bureaucratic exercise is today a strategic instrument for governance, shaping markets, encouraging competition, and driving innovation.

But as we stand on this new digital foundation, a question emerges: What comes next? Efficiency and transparency were the goals of yesterday; sustainability and innovation must be the goals of tomorrow. The future of public procurement lies not just in buying better but also in buying responsibly. A future where every tender strengthens local livelihoods, every contract reduces carbon footprints, and every purchase nudges industries toward cleaner, greener, and smarter production. India has already mastered the art of scale in procurement; now it must aim for the science of sustainability.

What Does Sustainability in Procurement Mean When We Talk About Innovation?

When we talk about sustainability in procurement, we often imagine eco-friendly products or recyclable packaging. But sustainability goes much deeper. It is about designing procurement systems and innovations that endure, that are transparent, efficient, and ethical over time. In a rapidly changing world, true innovation is not just about adopting new technologies; it is about ensuring that these innovations are sustainable, inclusive, and accountable.

For instance, every AI-based procurement tool, blockchain audit system, or digital marketplace must leave a traceable trail; a clear record of decisions, transactions, and outcomes. This ensures that innovation does not come at the cost of integrity. Sustainable innovation in procurement means building mechanisms that are scalable, auditable, and adaptive, reducing manual effort while maximizing efficiency and trust.

In essence, a sustainable innovation in procurement is one that does three things:

1. Reduces friction — by simplifying processes and minimizing human intervention.
2. Increases transparency — by creating verifiable, data-backed decision trails.
3. Enhances resilience — by ensuring that the system can evolve with technology, policy, and people. Sustainability, therefore, is not the opposite of innovation but the foundation that makes innovation meaningful and enduring.

Sustainable Innovation: The Indian Way Forward

India's public procurement ecosystem is steadily moving from being a cost-driven function to a value-driven one. The focus is no longer on buying the cheapest, but on buying the smartest products and services that deliver long-term social, economic, and environmental returns.

The Government e-Marketplace (GeM) has been at the forefront of this shift. Beyond being a digital marketplace, GeM has introduced "Green Procurement" categories and eco-label tagging to encourage environment-friendly purchases; ranging from energy-efficient appliances and recycled stationery to electric vehicles. By linking products with sustainability credentials, it nudges both buyers and suppliers to make climate-conscious choices without compromising competitiveness.

Similarly, the General Financial Rules (GFR) amendments and the Public Procurement (Preference to Make in India) Order have embedded local sourcing, resource efficiency, and reduced carbon footprint into policy. Ministries and PSUs are now evaluating tenders not just on price, but on life-cycle cost, which accounts for the total cost of ownership including operation, maintenance, and disposal. This is a major innovation that ensures fiscal prudence aligns with environmental responsibility.

At the same time, procurement reforms have brought innovation into the hands of small entrepreneurs. MSMEs, start-ups, and women-led enterprises can now participate more easily in government tenders through simplified eligibility norms and digital onboarding. By giving these innovators a platform, India is ensuring that sustainability also means economic inclusion i.e. a procurement ecosystem where local enterprise thrives alongside environmental goals.

Together, these efforts form the backbone of a sustainable innovation framework, one where every rupee spent creates not just value for money, but value for tomorrow.

Innovating for a Better Tomorrow

As India looks toward Viksit Bharat 2047, the next big leap in public procurement will be shaped by technology-led sustainability where innovation will not just make processes faster, but makes outcomes greener, fairer, and more resilient. The goal is simple yet ambitious: to build a procurement ecosystem that is digitally intelligent, environmentally conscious, and socially inclusive. In order to accomplish the goal, we would need five major pillars for making procurement framework sustainable and innovative

1. Blockchain for Transparency and Trust

The next frontier of trust in procurement lies in blockchain. India has already laid the groundwork with the Vishvasya Blockchain Stack, launched to enable secure and tamper-proof digital transactions across government systems. Applying this to procurement could mean immutable audit trails, smart contracts, and real-time verification of supplier credentials. Imagine a contract that automatically triggers payments once goods are verified or a system that permanently records every transaction to prevent disputes and corruption. Such innovations make procurement quick, trustworthy and sustainable.

2. Artificial Intelligence for Responsible Efficiency

India's Government e-Marketplace (GeM) has already deployed AI for market analytics, anomaly detection, and fraud prevention. But the next wave is even more exciting. AI could enable predictive procurement,

anticipating demand for essential goods like school textbooks or medical supplies before shortages occur. Combined with sustainability tagging, AI could also recommend eco-certified suppliers or low-carbon alternatives, helping officers make responsible decisions with a single click.

3. Circular Procurement and Lifecycle Thinking

Procurement is no longer about buying products but about buying performance. The government's focus on life-cycle cost evaluation, already embedded in the General Financial Rules, is the first step toward circular procurement—where tenders favor products that can be reused, refurbished, or recycled. Ministries like Power and Environment are now exploring end-of-life disposal clauses for electrical and electronic goods, ensuring that sustainability is embedded not only at purchase but also at disposal.

4. Local Innovation, Global Impact

Through the Make in India and Startup India initiatives, procurement is becoming a platform for nurturing innovation. GeM's Startup Runway feature allows early-stage innovators to showcase solutions to government buyers, bypassing traditional barriers of experience or turnover. From biodegradable packaging for postal services to solar-powered cold storage units for rural health centers, these innovations prove that procurement can be both a buyer and builder of ideas.

5. Agentic AI and Hyper-Personalized Solutions

Emerging technologies like Agentic AI are enabling departments to design their own procurement systems—tailored to their sectoral needs. For instance, a municipal body could deploy an AI agent to manage waste collection contracts, while a school education department could design one to optimize learning material procurement. These innovations promise hyper-personalized, data-driven procurement, combining automation with accountability.

In short, the future of procurement will be defined by how well innovation aligns with sustainability. The focus must shift from short-term gains to long-term public value, from saving money to saving resources. Whether through blockchain-backed transparency, AI-enabled foresight, or circular product lifecycles, India is poised to redefine what it means to “buy for tomorrow.”

Public Procurement 2047: A Vision for Tomorrow

As India marches toward its centenary of independence, public procurement will no longer be seen merely as a process but will be recognized as a policy lever for nation-building. From buying school desks to commissioning renewable power grids, every purchase decision will reflect a choice about the kind of future we wish to build.

By 2047, India's procurement ecosystem could operate as a digital public infrastructure of trust where every tender is traceable, every supplier is verifiable, and every decision is data-backed. AI agents could help officers make sustainability-led choices; blockchain could ensure accountability without paperwork; and green criteria could become as routine as financial ones. Procurement will be not just about transactions, but about transformations, about turning government demand into a catalyst for sustainable growth, local innovation, and inclusive development.

What began as a story of simplification is now a story of aspiration. India has moved from manual to digital

and is now moving from digital to intelligent procurement. The future belongs to systems that are not just efficient but ethical, not just fast but fair, and not just transparent but transformative.

In that sense, the real innovation in public procurement won't be in the tools we use, but in the values, we uphold responsibility, resilience, and respect for the generations to come. The promise of "public procurement for a better tomorrow" is therefore not a destination, it is a continuous journey of improvement, one tender, one contract, and one innovative idea at a time.

The Digital Leap: Why AI is the Next Big Reform for Public Procurement

Sagar Jadhav

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Awarded as: Theme 2 Winner

The history of human and economic evolution shows a dramatic trend in innovation and technology, starting from discovery of wheel, innovation of fire, from hunting to agriculture, trade via sea route, first industrial revolution powered by steam engines, the second by electricity and mass production, third driven by computers and automation, fourth evolution by Internet of Things (IOT) and Artificial Intelligence (AI). Even if we look at India or any developing countries it took decade for government to reach to masses overcoming discrimination based on caste, race, religion, gender, rural/urban divide, be it electricity, water connection to remote parts but The new era of Artificial Intelligence (AI) represents a leap forward, Artificial Intelligence (AI) with help of internet breached all barriers and empowered masses without any discrimination. In other words, it is democratizing knowledge, resources to the masses and bridging the gap in an unjust society across the globe. with near-zero and marginal cost (free and paid services). This innovation, without political bias or discrimination, has the potential to remove prevailing inefficiencies in the system. Making the system increasingly transparent across financial transactions, which will bring equitable and efficient reform faster than any prior industrial revolution across public and private work.

The World Bank defines Public Procurement as “The process of purchasing goods, services or works by the public sector from the private sector.” The money the government spends isn’t just a budget allocation but an engine for growth of the economy i.e. strategic economic tool; it triggers private long-term investment in the economy. Official estimates, including those from the World Bank and a study of the India’s budget from 2014 to 2025, highlight that public procurement in India is around 20 to 22 % of GDP. This translates to Rs. 66 Lakh Crore (Nominal GDP estimate of ₹330.68 Lakh Crore for FY 2024-25). A rough estimate, as per data from World Population Review (WPR), highlights that approximately 140 countries in the world have a lower budget compared to India’s public procurement. This data highlights mammoth spending by the Government of India and the importance of managing it efficiently.

In the past, the Government of India (GoI) brought various initiatives to increase the efficiency and bring the highest standards of integrity and transparency in public procurement, like –

I. Government e-Marketplace (GeM) – This portal was launched in 2016. It is an online marketplace for common-use goods and services by various government departments/ ministries etc. It brought much-needed Reverse Auction and Direct Purchase features, which reduced the cost of procurement (World Bank reports median savings around 9.75%) and faster procurement cycles by eliminating tender processes for repetitive nature standard items. GeM is a mandatory platform for Central Ministries/Departments. GeM Gross Merchandise Value (GMV) for FY 2022-23 was 2 lakh Crore, for FY 2023-24 was 4 Lakh Crore, FY 2024-25 was around 5.42 Lakh Crore highlights rapid growth of the platform.

II. Central Public Procurement Portal (CPPP) – It was developed by the National Informatics Centre (NIC), GOI has made it mandatory single-point access platform for all Central Government Ministries, Departments, Public Sector Enterprises (CPSEs), and Autonomous Bodies to manage their high-value tenders. primary function of it is e-Publishing, Tender inquiry, corrigendum, and contract award details.

1. Present use of AI in Public Procurement –

i. Fraud detection and anomaly detection-

With the help of past tender/purchase data, the machine learning model analyses and generates a normal baseline; any deviation from it, like suspicious bidding rotations, price clustering, or abnormal contract changes, is immediately flagged. Example- In India, the Government e-Marketplace (GeM) utilizes AI to sort and clean supplier data, making price comparisons and compliance checks instant. Another example is Mexico's "hyper-forest" predictive model using AI/ML to instantly identify corrupt contracting practices and conflicts of interest in public procurement.

ii. Document Processing with the help of AI/ML –

Natural Language Processing (NLP) and Optical Character Recognition (OCR) extract and verify important terms as requested by users from lengthy tender documents and contracts. It has resulted in checking compliance automatically, identifying missing documentation, and ensuring consistency across submissions, which helps in reducing the time required for technical evaluation

iii. Automated Spend Analysis and Optimization –

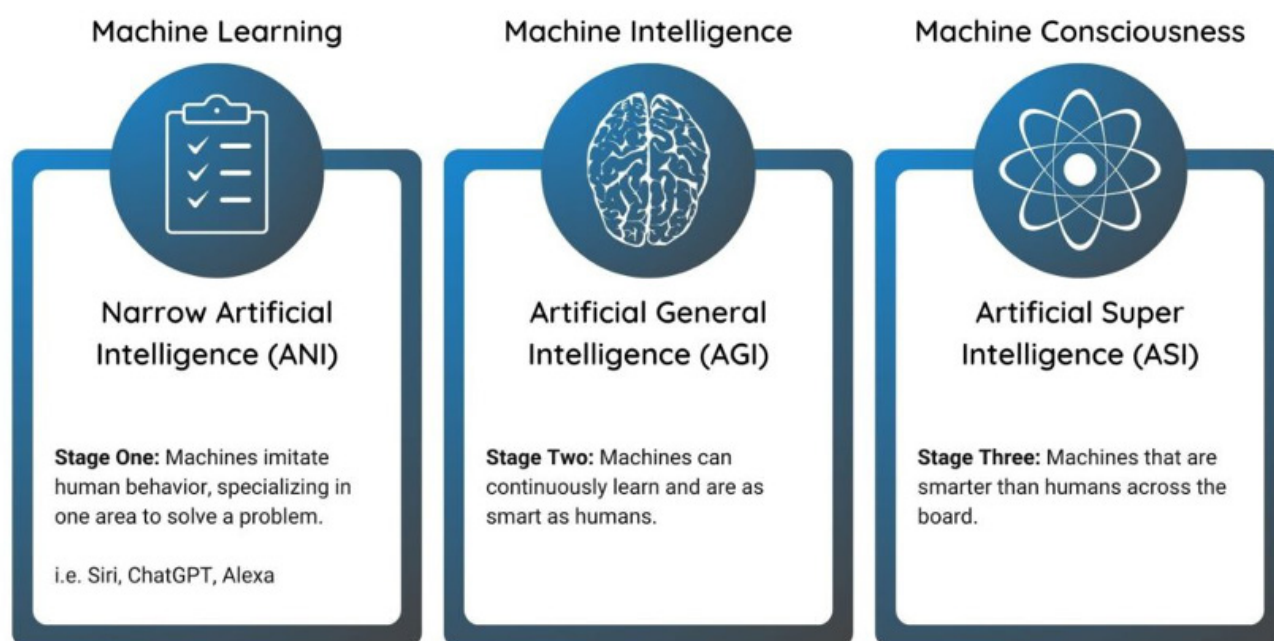
Before Microsoft Excel, accounting was a difficult job; now, in the era of AI, studying financial data like invoices, purchase reports/orders has become much simpler. The department can categorize and track economic data; it can easily help in identifying off-contract purchases for user departments. Even an accountant can use Microsoft Excel without knowledge of Power BI/ analytics and can generate patterns and develop dashboards highlighting spend patterns. AI has bridged the gap of interacting with computers without knowledge of machine language; now, with the help of a prompt and using human language, the desired output can be achieved.

iv. Generative AI for Assistance (GenAI)

There was a time for doubts or help, we used to have a telephone operator, then it got replaced by an email form, and now Generative AI acts as a virtual guide/chatbot, such as GeMAI on the GeM portal. which helps in solving routine queries, understanding complex regulations, and providing guidance to queries of buyers and sellers. It has reduced the workload, complaints faced by the helpdesk team.

2. Future Potential for AI in Public Procurement –

AI is categorized in three stages- the first is Artificial Narrow Intelligence (ANI) the category is the AI model that we are using at present; the second one is Artificial General Intelligence (AGI), which will be Strong AI. at present it is at conceptual stage, this model can understand, learn, and apply its intelligence to solve any problem a human can solve. It would possess common sense, reasoning, and generalization abilities. The third stage is Artificial Superintelligence (ASI), which is Super AI that will surpass human intelligence virtually in all domains, social interactions/skill set, wisdom etc., even at Artificial Narrow Intelligence (ANI) AI is revolutionary in nature in the coming decade with advancement AI to Artificial Superintelligence (ASI) it will completely transform public procurement along with all sectors.



Considering the following futuristic actions are promising –

i. Global real-time dynamic economic modelling - AI tools/ agents created with the help of Artificial General Intelligence (AGI) can analyze local to global economic/political/geopolitical news, their impact on prospective delays in fulfilling orders, integrating climate data, tracking emissions and following the trajectory of Nationally Determined Contributions (NDCs) . It will also track national goals and policies in real time and will red flag any procurement that violates or leads to higher emission impact. In major projects that last for multiple years, like rail/metro/port/highways, AGI not only will negotiate price but will also create a contractual risk profile in real time for the project, considering geopolitics, environmental delays, inflation, social-political-economic impact etc. It will help in stabilizing procurement in the long term and bring much-needed resilience to the system.

ii. Self-Evolving Procurement Policy - Based on budget cuts or budget target and environmental/sustainable push, AGI can evolve procurement policy without crossing the threshold of budget and meeting sustainability and green targets on track. It would make procurement policies a living document and not regulatory hurdles faced by buyers across the globe. It will help in bringing international players, improve the ease of doing business.

iii. Zero Delay Public Services and Procurement - Artificial Superintelligence (ASI) can study social media posts, localized economic/ health/social data, and monetary and fiscal policy. Infra project monitoring and executing work, the AI will execute procurement or identify a project even before demand from the citizen or the political class. For example, if social media posts flagging water leakages have increased, ASI can study it forecast the demand and execute work for water projects, or if data shows kids are falling sick in a particular demographic area with diarrhoea, ASI can execute projects for water plant, check the inventory of the medical department, and prepare a policy for the same.

iv. Autonomous Infrastructure Project Monitoring & Contract Execution – ASI will monitor infrastructure projects in real time with help of drones, IOT sensors, can levy a penalty to the contractor for errors or delayed project execution, can execute the contract make payment to contractors as per provisions of the contract. It will improve the quality of infrastructure projects and increase transparency in the system.

Considering India's expenditure of Rs. 66 Lakh Crore stakes are very high in public procurement; this staggering amount, closer to 20-22% of GDP, is too high for anything less than the highest form of integrity and efficiency. The government has focused on the theme on minimum government, maximum governance has started pushing GeM, CPPP, along with various initiatives across various ministries, departments and the results are promising. Also Government is promoting use of AI tools across the governance model, including public procurement. Artificial Narrow Intelligence (ANI) is proving how use of technology can improve efficiency and transparency, but with the advent of AGI and ASI we can expect huge revolution in governance, public finance. But we should be self-reliant in age of AI, we cannot solely depend on Western technology. The government should bring policy to promote Indian made AI tools for this critical sector, which will be the backbone of digital national security, long-term national resilience, and sustainable growth.

The Ultimate Shield: Can Artificial Intelligence (AI) Make Public Procurement CBI-Proof, CVC-Compliant, and CAG-Ready?

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Awarded as: Theme 2 Runner-Up

The Procurement Paradox: Navigating the Minefield

Public Procurement is a classic paradox. On one hand, you have to bring maximum value to the table for every Rupee you spend. You are accountable for each Rupee – it is the taxpayers' money. On the other hand, your existence is like a fish in a fish bowl – everybody is constantly staring at you. Every decision you take, every order you sign, every vendor you select can be questioned by any citizen of India.

A single missed information, delayed approval, or overlooked clause can cast doubt on an honest decision. Procurement officers handle complex tenders, technical specifications, and strict deadlines, often under huge pressure. They know that any mistake could be scrutinised years later by audits or vigilance agencies.

Former Central Vigilance Commissioner N. Vittal had famously termed the much-feared trinity of India's statutory watchdogs CBI, CVC, and CAG (the three C's) as the Shani, Rahu, and Ketu of public procurement. This metaphor aptly captures the anxiety that public procurement officers in India suffer from while performing their critical duties in a fair, just and transparent manner. The stakes are high because public procurement involves public funds, demands trust, and is burdened with legal responsibility.

It is AI that can serve as a silent guardian of integrity, ensuring that all the processes are not only fault-free but also 'CBI-proof', 'CVC-compliant', and 'CAG-ready'. AI doesn't replace human judgment; it enhances it, making decisions auditable, traceable, and defensible. It functions both as a preventive and a detection tool, identifying and pointing out discrepancies at the right time and offering public procurement officers actionable alerts at every point in time.

The Indian Procurement Landscape: Scale and Urgency

Public procurement in India is growing at a rapid pace, not only in volume, but also in complexity. The Government e-Marketplace, GeM, a platform for government procurement, completed transactions worth over ₹ 3 lakh crore in FY 2023-24 alone. However, traditional tender evaluation remains the biggest bottleneck in public procurement. Yes, the front-ends have been more or less digitalised, but back-end processes like tender evaluation still require officers to download a vast number of techno-commercial and supporting documents submitted by the bidders, check them manually for authenticity and correctness and prepare comparative statements. This is labour-intensive, prone to error, and often slow.

Use of AI in this back-end process is not just a distant vision; it's already happening. GenAI-powered tender evaluation engine today reduces bid assessment times from weeks to hours, extract and validate bidder data accurately, and automate all types of verification.

Global Impact: The World Bank estimates that improving efficiency and reducing waste in public procurement could save at least US\$1 trillion annually worldwide.

Eight Illustrative Procurement Cases: How AI Safeguards Honest Officers

CVC often highlights the need for strong record-keeping. Based on my experiences as Chief General Manager (HOD) at Coal India Ltd, the following scenarios illustrate how AI can address various challenges and protect officers from unintentional errors and extraordinary situations by providing the right information at the right time.

Case 1: The Road Project That Became a Roadblock

An approval for urgent repair work was delayed due to workload pressure and was later labelled “unauthorised” by an audit team.

AI Integrated Logging: Automatically logs emergency approvals with timestamps, linked to weather data and geo-tagged photos.

This justifies the chain of action taken by the officer by showing in a transparent way his due diligence and the need for urgent steps.

Case 2: Bid Evaluation Oversight

A human error caused the reversal of the respective rankings for L1 and L2 bidders, leading to allegations of manipulation and a charge sheet issued to the dealing officer.

Auto-Validation & Anomaly Detection: Real-time automated preparation of comparative Statements and cross-validation of manual entries by an AI-powered engine instantly flags posting errors.

This minimises the risk of human errors and ensures an error-free, transparent audit trail.

Case 3: The Hidden Cartel

Multiple bidders submitted suspiciously identical bids and similar pricing. The Dealing Officer followed normal procedures, unaware of possible rigging and collusion that could unnecessarily implicate him in future.

Forensic Pattern Recognition: Advanced AI analyses bidding patterns and identifies whether the same directors’ or partners ‘are present in multiple bidders’ data with the same IDs. This could point out signs of collusion early in the evaluation process and enable the officer to act proactively, reducing the risk of exposure to systemic fraud.

Case 4: Undetected Conflict of Interest Scenarios

An executive approved a high-value bid of a firm owned by a distant relative without knowing their connection. This was later flagged by the CAG, and motives were imputed.

Conflicts of Interest (COI) Mapping through Automation: AI cross-correlates employee HR data, vendor lists, and family links for potential COI alerts before finalisation.

This protects the officer by uncovering hidden conflicts in time and allow him timely recusal from the case.

Case 5: The Cyclone Procurement Case

Emergency procurement during a natural disaster bypassed prescribed procedures, later raising concerns about non-adherence to rules and manuals.

AI“Emergency Mode”: Logs time and GPS readings of deliveries with justification notes and sends a notification to all seniors in the hierarchy via SMS/email.

This creates an auditable trail clearly showing that the officer acted in good faith and perhaps overlooked procedures in the greater interest of the organisation .

Case 6: The 200-Page Technical Document Trap

A material technical deviation hidden somewhere inside lengthy bid documents of about 200 pages was missed by the evaluation committee.

Natural Language Processing (NLP) Parsing : An NLP-powered AI system parses lengthy documents at great speed and instantly highlights deviations, and provides objective evaluation.

This reduces reliance on tardy and slow manual technical scrutiny of techno-commercial bids and protects officers from future allegations of wilful oversight.

Case 7: Field Variation Without Approval

Unexpected discovery of rock formations resulted in extra work, which was approved without a competent signed approval. CAG flagged this as an unauthorised deviation.

Automation of Tracking & Alerting: AI monitors contractual provisions and sends automated alerts for required approvals, documenting a time-stamped chain of action providing fact-based justification, helping to obtain objective post facto approval.

Case 8: Duplicate Invoice, Honest mistake

During an ERP system migration, a duplicate invoice was processed and paid by genuine oversight. Based on a complaint, an investigation was carried out by CBI, and they treated it as a criminal conspiracy and a fraud.

AI Duplicate Detection: AI identifies duplicate GSTINs and invoice numbers, preventing transactional errors.

AI reduce the risks of unintentional mistakes during system transitions and errors due to high-volume data entry.

AI vs. CVC: The Integrity Check

- Solution: An AI system can design and implement a Probity Scoring matrix. Each procurement decision can be assigned a score based on adherence to CVC and GFR guidelines. A high score proves an officer's and his team's commitment to a transparent process, serving as the best defence against false allegations of irregularities.

AI vs. CAG (The Value Check)

- Solution: An AI system can calculate Risk-Adjusted Costing for a bid. In complex purchases like EPC contracts, the tender committee no longer needs to justify selecting a bidder who wasn't arithmetically L1. AI provides a data-driven, verifiable and objective algorithm, transparently demonstrating that the chosen bidder offers the lowest Total Lifecycle Cost, which includes future operations and maintenance costs. This fulfils the CAG's requirement for Value for Money.

AI vs. CBI (The Fraud Check)

– Solution: AI leverages its advanced pattern recognition capabilities to identify and unearth fraudulent networks that propel collusive bidding that human observers cannot discover. By continuously monitoring these patterns, AI empowers investigators to unearth deeply hidden evidence.

Quantifiable Impact & Policy Imperative

AI-driven transformation is not a distant goal; it represents a current necessity:

- NITI Aayog data shows that AI systems can significantly increase transparency and reduce evaluation cycle times.
- The National Strategy for AI and IndiaAI missions, backed by over ₹2,000 crores in investments, show the nation's commitment to ethical, scalable AI applications in governance.

The focus now turns to implementing AI ethically, eliminating algorithmic bias, cleaning data and recognising human oversight.

Conclusion: From Fear to Confidence

Public procurement officers no longer need to worry about unintended mistakes or occasional slippage from prescribed procedures. AI offers a digital shield where officers can log every step while working in good faith and identify fraud early. This change enables officers to work more efficiently and confidently.

This is the future of public procurement: a partnership between human judgment and AI support. When fully integrated, AI will help manage India's public spending with unmatched transparency, efficiency, and fairness, enabling public procurement officers to focus on creating value rather than worrying about protecting themselves.

What If Public Procurement Were Run Like a Startup?

Partha Pratim Sengupta

Adviser (Contracts) West Bengal Mineral Development And Trading Corp Ltd

Awarded as: Theme 1 Winner

What If Public Procurement Were Run Like a Startup? A Radical Blueprint for Sustainable Value. Public Procurement Integrating Sustainability and Innovation. This is more than a theme—it is a national necessity. The way governments buy today will shape the kind of planet, economy, and society we inherit tomorrow.

Now imagine this.

A procurement officer sits in a government office reviewing tender documents. They all follow the same structure.

The same clauses.

The same routine.

And as always, **L1 wins.**

It doesn't matter if the L1 machinery consumes more electricity, or produces more waste, or breaks down repeatedly, increasing carbon footprint and maintenance burden. On paper, it wins on price—and the rules must be followed. But what if the officer paused and thought:

“What if we brought sustainability and innovation into procurement the way startups bring them into every decision?”

What if public procurement became India's most powerful tool to accelerate green transitions, encourage eco-friendly supply chains, and trigger the next wave of innovations?

Let us reimagine procurement—not by bending rules, but by using the General Financial Rules of Govt of India (GFR) framework intelligently, and transforming the system with the mindset of a startup.

1. Startups Don't Chase the Lowest Price. They Chase the Highest Sustainable Value.

Startups don't choose suppliers based on the cheapest option.

They choose those delivering:

- Long-term value,
- Lower lifecycle costs,
- Environmental benefits,
- Greater reliability.

This mindset fits perfectly within the **General Financial Rules (GFR)**, which quietly but powerfully embed sustainability:

- Rule 175 encourages procurement of environment-friendly products.
- Rule 173 promotes quality- and cost-based selection.
- Rule 177 emphasises “value for money”—not just lowest cost.

A startup-inspired public procurement system would:

- evaluate lifecycle cost (LCC) instead of only purchase price,
- prefer low-emission, energy-efficient, repairable products,
- reward green certifications (Ecomark, Energy Star, ISO 14024),
- push vendors to innovate sustainable solutions.

This does not violate GFR—it fulfils it.

India's public procurement can lead a sustainable revolution simply by prioritising long-term value over short-term savings.

2. Prototyping, Pilots, and Trials:

How Startups Validate Before They Buy Innovation thrives on experimentation.

Startups don't accept claims—they verify with prototypes.

Government procurement too can safely test sustainability claims under GFR Rule 192 (Two-stage bidding).

So instead of trusting paper promises, we can require:

- pilot projects demonstrating real energy use,
- field trials validating consumption, uptime, waste generation,
- third-party lab certifications,
- performance demonstrations under actual site conditions,
- environmental impact evidence (water use, emissions, recyclability).

This brings startup-style testing into public procurement—reducing risk, improving accuracy, and ensuring that only true sustainable innovations qualify.

No rule is broken.

Only possibilities are expanded.

3. Contracts That Reward Sustainable Performance

—The Startup Way

Startups think in terms of outcomes, not intentions.

We can apply that same approach in tenders by building accountability:

- Performance Guarantees tied to fuel/energy efficiency
- Retention money released only after environmental metrics are met
- SLAs for uptime and resource efficiency
- Penalties for excessive energy or consumable use
- Mandatory warranty periods that avoid premature disposal
- Carbon footprint reporting during the contract period
- Mandatory recycling or take-back obligations at end-of-life

Every clause strengthens sustainability, innovation, and accountability without stepping outside GFR's boundaries.

This protects the environment, saves public money, and shields officers from future disputes.

4. Co-Creation Instead of Competition Alone

Where the Government Becomes a Catalyst for Innovation**

Startups innovate faster when they collaborate.

Why can't public procurement do the same—safely, transparently, and within GFR?

GFR explicitly allows:

- market research (Rule 144) to explore sustainable options,
- pre-bid meetings to clarify green specifications,
- two-stage bidding to refine technical solutions,
- consultation with experts for environmental evaluation.

A co-creation model would:

- invite MSMEs, green startups, and innovators to present sustainable alternatives,
- engage with industry to define environmentally friendly specifications,
- identify eco-friendly substitutes for traditional materials,

- develop standardised green procurement templates.

This creates a vibrant ecosystem where innovation flows into government procurement—not as an exception but as a norm.

5. A Real-Life Example: When Garbage Vehicles Became a Lesson in Innovation

A municipal corporation in eastern India once purchased garbage collection vehicles solely based on the lowest upfront price. For the first year, all seemed fine. By the third year, hydraulic lifters began failing, engines overheated, mileage dropped, and spare parts became exorbitantly expensive.

Maintenance costs overtook the original procurement cost.

When the municipality revisited the procurement after consulting engineers and sustainability specialists, they introduced life-cycle costing—factoring fuel efficiency, emissions, durability, and repair cycles. The winning vehicle was not the cheapest upfront, but delivered 40% lower total operational cost and drastically reduced diesel usage.

The same GFR rules applied—but now used intelligently to promote long-term value and sustainability.

This is how innovation enters procurement—not by breaking rules, but by understanding them deeply.

6. Real-Life Example: The Officer Who Chose Light Over Darkness

A Public Works Engineer in a small Uttarakhand town was tasked with replacing old streetlights. For years, the tender had been copied-and-pasted: sodium lamps, basic poles, basic wiring. Cheap, predictable, familiar.

This time, the officer decided to specify a measurable quality:

- lumens-per-watt efficiency,
- service life of LED modules,
- integrated solar capability,
- remote monitoring features,
- recyclability of components.

Bidders responded with creativity.

A small startup proposed hybrid solar-LED poles with IoT sensors showing real-time energy savings. The system allowed predictive maintenance and slashed energy bills by 60%.

When evaluated through life-cycle costing, the innovative solution emerged as the true “value for money” choice. The tender complied with Govt. rules, yet produced a modern, sustainable asset for the community.

This is the power of smart procurement—opening the door for startups, sustainability, and innovation without compromising fairness or transparency.

7. A Digital Green Marketplace

The Procurement App Store India Needs

Imagine a marketplace on the lines of GeM, but with deep sustainability intelligence:

- Products carry green ratings
- Vendors publish certified lifecycle cost data
- Departments upload performance reviews
- Energy use and downtime are publicly visible
- AI recommends the most sustainable options
- Filters allow buyers to choose recycled-content, low-emission, or repairable products

This strengthens transparency (a core GFR requirement) while promoting sustainability and innovation at scale.

Public procurement becomes:

- faster,
- cleaner,
- greener,
- more data-driven.

8. Empowering Procurement Officers

—From File Custodians to Sustainability Champions

A startup founder thinks like an innovator.

A modern procurement officer can do the same—with the right tools.

Imagine officers trained in:

- sustainability assessment,
- lifecycle costing,
- technology trends,
- environmental certifications,
- circular economy models,
- digital procurement tools.

This doesn't dilute accountability.

It enhances it—because decisions will be smarter, documented, and evidence-based.

Officers become agents of sustainable change, not just rule followers.

9. Managing Future Risk in Lifecycle Cost Bidding

—Because Innovation Must Be Verifiable**

Many sustainable technologies deliver benefits over time—fuel savings, lower emissions, longer life, reduced maintenance.

But how does a department handle the risk if these claims fail after 5 years?

This is where startup-style risk management fits beautifully within GFR:

- performance bonds securing long-term promises,
- warranty-linked payments,
- annual third-party audits of environmental performance,
- uptime-based penalty frameworks,
- mandatory data logging (IoT sensors for energy, fuel, water),
- spare parts availability clauses,
- take-back and recycling obligations.

This ensures promises are not accepted “in good faith”—they are accepted with **verifiable safeguards**.

Innovation thrives only when accountability is clear.

These mechanisms deliver both.

10. Sustainability at the Core

The Logic of Tomorrow's Procurement System

India's climate commitments depend heavily on green public spending.

Government purchases influence manufacturing choices, supply chains, technology design, and resource use across entire industries.

Startups today are innovating in:

- renewable energy,
- electric mobility,
- intelligent sensors,
- circular economy solutions,
- biodegradable materials,
- water efficiency tools,
- carbon reduction technologies.

If public procurement favours these innovations, even modestly, the nation's sustainability trajectory will accelerate.

A procurement model that rewards green innovation is not a luxury.

It is a national strategy.

11. Imagine this!

The Next Big Green Revolution Might Come From... a reformed Tender Document

Think about it.

India became a digital payments superpower through UPI.

India attracted global manufacturing through PLI.

India is electrifying mobility at record speed.

What if the next leap comes not from an app, a factory, or a unicorn—

but from public procurement embracing sustainability and innovation as core decision drivers?

What if tenders could:

- demand sustainable materials,
- encourage green startups,
- minimise environmental impact,
- reward low carbon footprint,
- incentivise innovation,
- reduce lifetime cost,
- empower officers to choose greener options?

Public procurement accounts for nearly 30% of India's GDP.

Changing how we buy will change India itself.

In the end, the most powerful sustainability tool available to the government may not be a policy...

but a reformed tender document redesigned for tomorrow.

12. The Future of Procurement Belongs to the Brave

India is entering a new era where procurement officers are not just buyers—they are nation builders.

Every energy-efficient pump you purchase...

Every solar-powered lighting system you select...

Every low-emission vehicle you adopt....

Every recyclable material you choose...

...is a small victory for the planet, and a giant leap toward a resilient India.

You are not merely spending public money.

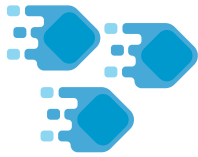
You are shaping the next chapter of innovative, sustainable governance.

Let courage guide your decisions.

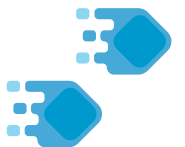
Let innovation sharpen your choices.

Let sustainability define your legacy.

"The views expressed in these blogs are those of the author and do not necessarily reflect the views of the World Bank Group or AIMA"



Speaker Profiles





V. Vualnam

*Secretary, Department of Expenditure
Ministry of Finance*

V. Vualnam is an Indian Administrative Service Officer (IAS) of 1992 batch from Manipur Cadre. He assumed the charge of Secretary, Department of Expenditure, Ministry of Finance, Government of India on 21st April, 2025.

Prior to this, he served as Secretary in the Ministry of Civil Aviation. He had also served as Additional Secretary, Department of Economic Affairs; Joint Secretary, Ministry of Home Affairs; Adviser to Executive Director (ED) in the World Bank (Washington DC) and as Secretary in the State Government of Manipur.

He has a Bachelor of Commerce (B.Com) Degree and Masters Degree in (Public Policy).



Mihir Kumar

*Chief Executive Officer
Government e Marketplace*

Mihir Kumar, a 1996 batch officer of the Indian Defence Accounts Service (IDAS), is the Chief Executive Officer (CEO) of the Government e Marketplace (GeM). Before joining GeM, he served as Joint Secretary, Ministry of Home Affairs.

With over 28 years of experience in finance, public administration, and policy implementation, he has held several senior positions, including Controller of Defence Accounts & Integrated Financial Advisor to the Army and Navy, Director in the Department of Financial Services, and Deputy Controller of Defence Accounts with the UN Mission in Congo. His work spans public policy on NPAs, bank recapitalisation, loan recovery, senior appointments in public sector banks, and land border management, along with extensive experience in defence accounting, auditing, and public procurement.

An alumnus of the University of Delhi, he holds a B.A. (Hons.) in Economics from Kirori Mal College, LLB from Campus Law Centre, and MBA (Executive) from FMS Delhi. He has undergone executive training at RIPA International (London), MDI Gurgaon, RMIT University (Melbourne), and IIM Bangalore. He is also an avid reader and trainer.

Under his leadership, GeM is poised to further advance efficiency, transparency, inclusion, and innovation in public procurement, supporting the Government of India's broader digital governance and reform agenda.

(In alphabetical order first name wise)



Aarti Mehra

*Deputy Country Director
India Resident Mission
Asian Development Bank*

Aarti Mehra joined ADB in 2019 and is currently the Deputy Country Director at ADB's India Resident Mission. In India, ADB is engaged in projects across transportation, energy, urban development, agriculture and nature-based rural development, human and social development, public sector management / governance and the finance sector.

She has vast experience in the private sector and prior to her current role she was the Country Lead for Private Sector Operations and Cofinancing for India.

Before joining ADB, Ms Mehra was based in Singapore for 24 years, and worked at various international investment and commercial banks, addressing client groups across Asian geographies. She specialised in offering structured financing solutions to clients in sectors such as energy, infrastructure, natural resources, hard and soft commodity trading, metal processing, building materials and logistics.

She led Project and Structured Export Finance deal teams at Deutsche Bank, headed an international regional business in Structured Commodity Finance at MUFG and was the Global Product Manager for Structured Trade Finance at ANZ. She holds an MBA from the Faculty of Management Studies, Delhi University and a BA (Hons) in Economics from St Stephen's College, Delhi University.



Ajit Kumar Mishra

*Director (Works)
IRCON International Limited*

Ajit Kumar Mishra is a leading expert in dispute resolution for construction and infrastructure projects, currently serving as Director (Works) at IRCON International Ltd. Prior to this, he headed the Contract Management Division (Executive Director) for a USD 12 billion World Bank/JICA funded infrastructure programme in India.

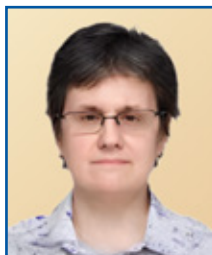
He holds a B.Tech in Civil Engineering, LLM in International Dispute Resolution, MBA in International Business, and a Diploma in International Arbitration. He is a Fellow of the Chartered Institute of Arbitrators (FCI Arb), Fellow of Prime Dispute (UK), and has been associated with the UK Adjudicators and the Dispute Resolution Board Foundation.

With over 25 years of experience, Mr. Mishra has worked extensively in project management, international procurement, contract and risk management, infrastructure financing, and dispute resolution for major infrastructure projects. He has significant expertise in international competitive bidding, Design & Build (FIDIC) contracts, and coordination with multilateral agencies.

He is a FIDIC Certified Adjudicator, listed on the FIDIC President's List of Approved Dispute Adjudicators, and a FIDIC Certified Trainer, affirming his authority in FIDIC contract methodologies.

He also serves as Vice Chairman, Society of Construction Law-India, He is an India delegate to the ICC Arbitration & ADR Committee, and a Member of the ICC Institute of World Business Law. His expertise spans arbitration, adjudication, dispute boards, mediation, expert determination, and emergency arbitration.

In addition to his work as arbitrator and adjudicator, he has contributed to scholarship, including publications on dispute resolution mechanisms in FIDIC based contracts in India. He is also a recipient of several honours, including the National Award for Outstanding Service, the highest recognition awarded by the Government of India to an officer.



Anna L Wielogorska

*Regional Procurement Manager (South Asia),
The World Bank*

Anna Wielogorska is the Procurement Manager for South Asia Region (SAR) at the World Bank, with over 25 years' experience in public procurement covering most sectors and including complex procurement in infrastructure and IT systems for PFM, Customs and Tax as well as health and social security. She has a wealth of experience of in public procurement reform and in addition to MDB procurement systems she has a good knowledge of EU and UNCITRAL model law based systems. By background Anna is a geographer and geodesist and started her career in International Development with a deep tube wells project in Bangladesh as a land management specialist, she then went on to develop various crop mapping models and worked on several monitoring and development projects for the EU. She has worked at the Bank for 20 years in Africa, East Asia and Pacific (EAP), Europe and Central Asia (ECA), apart from South Asia region.



Anil Kumar Garg

*Senior Executive Vice President
Reliance Industries Limited*

Anil Kumar Garg has over four decades of experience in supply chain management and project contracting, contributing to some of India's largest infrastructure and energy projects. A graduate of Thapar Institute of Engineering & Technology and a Lifetime Fellow of IASCM-IACM (UK), he is known for strong commercial judgement and practical execution on fast track projects.

He began his career in the public sector, working on major projects in India, the Middle East, and Nepal, including the World Bank-supported initiatives. Since joining Reliance Industries Limited (RIL) in 1997, he has played a key role in delivering the world's largest greenfield refineries at Jamnagar and later led contracting across RIL's petrochemicals, polyester, and infrastructure businesses. His portfolio includes landmark projects such as the Jio World Convention Centre and the Narendra Modi Stadium, as well as recent work on RIL's green energy programmes.

He is widely credited with advancing modern contracting models, including KPI linked cost reimbursable frameworks and gain share mechanisms. A seasoned negotiator, he has led major contract discussions and arbitration matters and specializes in system design and global benchmarking.

He regularly lectures at IIM Bangalore, ISB Hyderabad, and IIMM Mumbai, and is committed to mentoring young professionals and nurturing next generation leaders. Currently, he is focused on integrating emerging technologies—digital platforms, analytics, drones, robotics—into project execution to enhance productivity and efficiency.

**Anne-Claire Howard**

*Director of Procurement
UNOPS*

Anne Claire Howard joined UNOPS in 2022 as Director of the Procurement Group, bringing over 20 years of experience in heavy industry, sustainability, good governance, and responsible supply chain management. Since 2023 she has co chaired—and since 2024 chairs—the Sustainable Procurement Working Group of the UN High Level Management Committee’s Supply Chain Network.

Before joining UNOPS, Anne Claire advised the International Finance Corporation, Adam Smith International, and Shell on sustainable sourcing, governance, and local economic development. She previously served as the CEO of ResponsibleSteel, a global multi stakeholder standard and certification initiative advancing sustainability in the steel industry.

A graduate of the Johns Hopkins School of Advanced International Studies and Sciences Po Paris, she also holds the MCIPS qualification. She has served as an ESG advisor on the boards of natural resources companies and held elected office at the local level.

Throughout her career, Anne Claire has focused on aligning business strategy with the SDGs, and has led successful initiatives in sustainable supply chains, local economic development, risk assessment, and governance capacity building in developing countries.

**Ashish Aggarwal**

*Vice President and Head of Government Policy & Engagements
Nasscom*

Ashish has been with Nasscom since 2018, where he leads work on regulatory and public policy issues in close collaboration with the technology industry, government, and regulatory bodies. His focus areas include digital trade, taxation, data governance, artificial intelligence, and platform regulation.

Before joining Nasscom, he worked at the National Institute of Public Finance and Policy (NIPFP), providing technical support to the Ministry of Finance on reforms related to digital payments, crypto assets, and consumer protection. Earlier in his career, he contributed to the development of a micro pension initiative for informal sector workers and played a role in the early design and rollout of the National Pension System (NPS).

He began his professional journey as an economic journalist, giving him a strong foundation in communicating complex economic and policy issues.



Brish Bhan Vaidya

Strategic Procurement & Supply Chain Leader
UBER

Brish Bhan Vaidya is a global procurement and strategic sourcing leader with over two decades of experience driving large scale procurement transformation, cost optimization, and operational excellence across multinational organizations.

He currently leads Strategic Sourcing for APAC at Uber and serves as Global Category Lead for Platform Enablement Services, responsible for enterprise wide sourcing strategy, category management, contract governance, and supplier partnerships. His expertise spans Marketing, Technology, Telecom, Professional Services, and Workplace Procurement, managing significant global and regional spend portfolios.

A strong advocate of practical and responsible AI, he brings real world insight into AI's role in supplier discovery, demand intelligence, negotiations, contracting, and governance, while underscoring the enduring importance of human leadership.

Before Uber, he held leadership roles at American Express, Accenture, British Telecom, and Genpact, working across India, APAC, EMEA, and North America.

He holds certifications including CPM™, CPSCM™, and SCMPRO, and has completed executive programs in Artificial Intelligence (University of Texas at Austin) and Leadership & Strategy (Harvard Business School). Mr. Brish is also active in thought leadership, mentoring, and academia—as Guest Faculty at Masters' Union and through professional bodies such as CIPS and ISM.



Ian Taylor

CEO
TECHGIANT

Ian Taylor is the Chief Executive Officer of TECHGIANT, where he leads global supplier risk intelligence and procurement strategy with a focus on transformative governance and sector innovation. With a career spanning executive leadership and strategic communication, Ian is recognised for his ability to blend forensic analysis with compelling sector messaging. His work emphasises resilience, partnership, and future-focused growth, positioning TECHGIANT at the forefront of industry change.

Ian has spearheaded several company innovations and leads TECHGIANT's global TECHFUND programme, which delivers up to 25% back on future IT spend. He also drives its strategic positioning across public and private sector organisations, as well as governments worldwide.

**Jesper Pedersen***Director, Procurement Division**Procurement, Portfolio and Financial Management Department**Asian Development Bank*

Jesper Pedersen is the Director of the Procurement Division within ADB's Procurement, Portfolio, and Financial Management Department (PPFD). He oversees the planning, implementation, and supervision of the division's vision, strategies, and work program, aligning them with the broader goals of PPFD and ADB. Jesper has been with ADB for over 16 years, having joined in December 2009 as a Procurement Specialist in the former Central Operation. He initially supported procurement operations for ADB's Southeast Asia Department until 2019, after which he transitioned to leading procurement policy development across ADB. Jesper has over 24 years of experience in procurement policy formulation, strategy development, and portfolio management across sectors such as energy, transport, climate change, electoral support, and IT. He holds a master's degree in development and international Relations and a bachelor's degree in Public Administration, both from Aalborg University, Denmark.

**Jonathan Cheung***General Manager, Asia**Chartered Institute of Procurement & Supply (CIPS)*

Jonathan Cheung is a senior leader in Financial Services, Procurement, and Supply Chain with over 40 years of global experience across 20 countries in Asia Pacific, the US, the UK, Europe, and Canada. He has deep expertise in advising senior management on business, technology, and process transformation, with strong operational experience in IT, finance, procurement, and supply chain.

He is currently the General Manager, Asia, at the Chartered Institute of Procurement & Supply (CIPS), where he drives community growth, membership expansion, corporate solutions, and professional training across 25+ Asian countries. A long time CIPS volunteer for 11 years, he previously served as CIPS ASEAN Advisor and has chaired the CIPS Excellence in Procurement & Supply – Asia Awards for five consecutive years.

He has held major leadership roles including Principal Advisor & Head of Digital Procurement Advisory at BDO Singapore, CEO of the ESG Institute, and Executive Director/Regional Head of Citibank Strategic Sourcing & Procurement across 17 Asia Pacific countries. He also held senior global/regional roles at EDS, American Express, PwC Consulting, CAPCO, HP, and KPMG.

He is a Chartered Fellow of CIPS (FCIPS), a licensed CIPS Procurement Excellence Programme assessor, and a certified trainer/assessor for CIPS Corporate Awards. He is also an MBCS, Chartered IT Professional (CITP) and CITP assessor, as well as a Fellow of Supply Chain Asia (FSCA) and Senior Member of the Singapore Computer Society (SMSCS).



Krishnamani J

*Partner
Deloitte*

Krishnamani J is a senior business and consulting professional, currently as a Partner with Deloitte in their Supply chain and Networks Operations practise, where he advised organisations on Strategy, Transformation and performance improvement initiatives in the Supply chain and Procurement domains. With extensive experience serving global and clients in India, he works closely with leadership teams to address complex business challenges, drive operational excellence and enable sustainable growth. Known for his strategic insight and pragmatic approach, Krishnamani brings deep understanding of industry dynamics, governance and large scale transformation initiatives. His role at Deloitte reflects a strong commitment to delivering value driven solutions, fostering client trust and supporting organisations in navigating an increasingly complex and competitive business environment.



K Subramaniam

*IAAS, Director General (Procurement Audit)
Controller and Auditor General of India*

K. Subramaniam is a senior officer of the Indian Audit and Accounts Service with over 33 years of leadership experience in audit, investigation, anti corruption, and public financial management. An engineer (B.Tech) with an MBA and an MSc in Defence and Strategic Studies, he is a Certified Internal Auditor, Certified Information Systems Auditor, Certified Fraud Examiner, and IMF certified in Public Financial Management, along with a Professional Diploma in Public Procurement. A domain expert in public procurement, Mr. Subramaniam has worked in supply chain management in the manufacturing sector, authored a book on auditing defence procurement, and trains civil servants and public sector executives. He currently leads a national project to reform public procurement in India and strengthen oversight mechanisms. Internationally, he has conducted external audits for ten UN agencies, including UNICEF and FAO, served as Convener of the UN Board of Auditors (2020–21), and held the role of Director of External Audit at WHO. He also developed the Knowledge Management System for the International Association of Anti Corruption Authorities. He has held several senior positions in India, including Accountant General of Jammu & Kashmir, Auditor General of Rajasthan, and Director General Audit (Indian Air Force), auditing complex defence acquisitions. As an Officer on Special Duty to three Central Vigilance Commissioners, he played a central role in India's preparation for ratifying the UN Convention Against Corruption and initiated major procurement reforms, including establishing the Procurement Policy Division in 2011 and drafting key Procurement Manuals.

He has published extensively in national and international journals.



Mercy Epao
*Joint Secretary
Ministry of MSME*

Mercy Epao is a Joint Secretary in the Ministry of Micro, Small & Medium Enterprises (MSME), Government of India, with over 29 years of distinguished service across various Ministries and Departments. Her previous assignments include key roles in the Ministries of Finance, Housing & Urban Affairs, and Development of North Eastern Region (DoNER). During her career, she has handled diverse portfolios such as agriculture and allied sectors, externally aided projects in the North Eastern Region, pay and cadre review matters of All India Services, and human resource and administrative functions.

A postgraduate from Delhi University, Ms. Epao currently oversees the implementation of several flagship schemes for Small and Medium Enterprises, including the National SC/ST Hub Scheme. She also manages the Ministry's International Cooperation initiatives, facilitating bilateral and multilateral engagements, MoUs, and exchange of best practices to strengthen the MSME ecosystem through capacity building, technology intervention, and global partnerships.

She supervises institutions such as NSIC and NiMSME, leads the Ministry's media and outreach initiatives, and actively promotes women entrepreneurship. Ms. Epao is also a Director on the Boards of NSIC, ITPO, and DSIIDC.



Padma Jaiswal, IAS
Secretary, Government of GNCT Delhi

An IAS officer of the 2003 batch (AGMUT cadre), Padma Jaiswal has served in several key leadership roles across the Governments of Delhi, Goa, Arunachal Pradesh, Puducherry, and the Union Government. She is currently posted as Secretary to the Government, GNCT Delhi.

Throughout her career, she has served as Deputy Commissioner, Director, and Secretary, overseeing the implementation of government schemes, programmes, and development projects. She has also worked with statutory regulatory institutions and served with the Election Commission of India as a General Observer for Assembly and Lok Sabha elections.

A native of Chandigarh, she completed her education in Commerce and Management. She holds an MBA from Punjab University, Business School. She is a University Grants Commission research fellow, and also a qualified Company Secretary.



Pankaj Aggarwal

*Chief Operating Officer
UNIBUILD (Motherson Group)*

Pankaj Aggarwal is the Chief Operating Officer of UNIBUILD, the global Purchasing as a Service platform and a strategic venture of the Motherson Group. In this role, he is driving the digital transformation of enterprise procurement, enabling organizations to source materials, services, and capital equipment with greater transparency, resilience, and cost efficiency.

Until recently, Mr. Pankaj served as Group Purchasing Head, Motherson Group, and COO – Global Strategic Purchasing, where he led one of the world's most extensive and complex procurement networks across 45 countries and thousands of suppliers. His leadership has been central to scaling operations, strengthening sustainability, mitigating supply chain risks, and creating long term enterprise value.

With over 30 years of experience across the automotive, telecom, and aerospace sectors, Mr. Aggarwal has been a key driver of global supply chain transformation—championing digital procurement platforms, supplier ecosystem development, and robust cross border sourcing strategies in dynamic economic environments.

He holds a Bachelor of Engineering and has undergone advanced management programs at the Management Development Institute, Harvard University, and The Wharton School.

Recognized widely for his expertise in strategic procurement, future-ready supply chains, digital transformation, and leadership at scale, Mr. Pankaj is a sought after speaker at global manufacturing and supply chain forums.



Partha Sarathi Reddy

*Programme Director (PPP)
NITI Aayog*

Partha Sarathi Reddy is an Indian Railway Service of Electrical Engineers (IRSEE) officer with over 25 years of experience spanning power generation, rail transportation, project appraisal, and policy formulation. He holds a B.Tech in Electrical Engineering from NIT Warangal and a Master's in Public Affairs from the University of Minnesota.

Since September 2020, he has been serving in NITI Aayog, where his work focuses on increasing private participation in infrastructure, appraising PPP projects, and monitoring asset monetization under the National Monetization Pipeline. He also coordinates NITI Aayog's engagement with States for the preparation of long term Vision Plans.

**Praveen Kumar***Managing Director**Dedicated Freight Corridor Corporation of India Limited (DFCCIL)*

Praveen Kumar, a 1989-batch officer of the Indian Railway Service of Engineers (IRSE), brings over three decades of distinguished leadership in mega railway infrastructure projects. His career spans the complete project lifecycle—from planning and design to execution and commissioning.

He has extensive experience in international tendering, procurement, and engagements with multilateral funding agencies such as JICA and the World Bank. He has been associated with the Dedicated Freight Corridors (DFC) for more than a decade, where he has successfully managed complex challenges in land acquisition, project execution, and large-scale procurement. He played a pivotal role in commissioning the strategically important Rewari–Dadri section that connects the Western and Eastern Dedicated Freight Corridors.

Known for his adept handling of intricate contractual matters in EPC projects, Mr. Kumar is respected for his ability to achieve amicable, solution-oriented outcomes. He has also authored two authoritative books on railway engineering, underscoring his technical depth and commitment to knowledge dissemination.

An alumnus of IIT Roorkee, he holds both bachelor's and master's degrees in civil engineering, along with a Post Graduate Diploma in Public Policy and Management from MDI, Gurgaon.

**Praveen Kumar***Executive Director**Project Exports Promotion Council of India*

Praveen Kumar is the Executive Director of the Project Exports Promotion Council of India (PEPC), bringing over 21 years of experience in project exports, trade promotion, research, and policy support. He has been associated with PEPC for more than two decades, previously serving as Secretary (2018–2022) and holding key roles including Assistant Director and Research & Information Analyst, where he contributed to export promotion, industry facilitation, research, and capacity building for Indian project exporters.

He is among the select Indian experts trained under the Train the Trainer (TTT) Programme jointly organized by CBI Netherlands and TEDO, supporting SME capacity building through techno commercial consultancy for sustainable exports to European markets.

He holds an MBA in Materials Management, a Graduate Diploma in Materials Management (GDMM) with specialization in international trade, supply chain, operations, and business economics, along with a Diploma in Mechanical Engineering and a Law degree.

With a strong blend of technical, managerial, and legal expertise, he plays a key role in strengthening India's project exports ecosystem and supporting Indian companies in global markets.



Rekha Sethi

*Director General
AIMA*

Rekha Sethi is the Director General of AIMA, the apex body for management in India. Since she took charge in June 2008, she has established AIMA as the preferred platform for discussions and debate on management.

She is a Member of the Academic Advisory Committee of the National Board of Accreditation (NBA) and also a member of All India Board of Management Studies constituted by All India Council for Technical Education (AICTE).

She is also on the Boards of some leading Indian companies as an Independent Director including CESC, one of India's foremost Power generation and distribution companies; Samvardhana Motherson International Ltd – one of the world's largest and fastest growing automotive supplier for OEMs; Spencer's Retail Ltd; Hero Steels Ltd and Kirloskar Brothers Limited. She has earlier served on the Board of Sun Pharmaceutical Industries Ltd, Sun Pharma Laboratories Ltd and Sun Pharma Distributors Ltd. She represents AIMA on the Governing Council of the National Productivity Council.

Prior to joining AIMA, she worked with India's premier industry organisation, the Confederation of Indian Industry for over 17 years. There she led the initiative to create high-profile international events to promote India's economic interests. She started her career with the Center for Development of Telematics.

Ms Sethi is an alumnus of St Stephens College, Delhi University. In 2025, she was inducted into the Order of Illustrious Stephanians by the St Stephen's College, an honour conferred on a select few distinguished alumni.



Rohit Singh

*Director - Centre for Management Education
All India Management Association*

Rohit Singh is the Director at the Centre for Management Education in the All India Management Association. He previously served as Pro Vice Chancellor at The Assam Royal Global University and having over 23 years of teaching experience. Dr. Singh, holding a Ph.D. in Advertising Management, specializes in Marketing, focusing on Advertising and Branding. He is an Associate Fellow of the UK Higher Education Academy and has cleared UGC NET and UP SLET in Commerce.

As a dedicated researcher, Prof. Singh has published nearly 40 papers in international and national journals and contributed to edited books. He has actively participated in seminars, conferences, and conducted Management Development Programs for government bodies and delivered sessions as a keynote speaker at various International Summits. His role as a founding member includes planning and executing academic and institutional projects.

Rohit Singh has served as Head of International Relations Office, Principal Coordinator of Unnat Bharat Abhiyaan, and is a member of CII Gujarat Panel, AIMA Delhi, Life Member of Indian Economic Association, ISTD, SMFI & IRSSM, India. At AURO University, Surat, he initiated the AURO Rural Immersion Program integrating classroom learning of students with society and stakeholders of the rural landscape and space through active, meaningful teaching and learning process. He has been honoured with the "Distinguished Alumni Award" for 2022 from the Strategic Management Forum of India. His commitment and contributions reflect a remarkable journey in academic excellence.

**Sanjay Gupta**

*Joint President & Chief Procurement Officer
Adani Group*

Sanjay Gupta is a seasoned supply chain and procurement leader with over 35 years of distinguished professional experience spanning procurement, materials management, stores, and logistics. As the Chief Procurement Officer of Adani Cement, he has played a pivotal role in driving large-scale procurement transformation, operational excellence, and strategic innovation across complex, multi-location operations.

His leadership and impact have been widely recognised at national and international forums. He was ranked No. 1 among the Top 10 Chief Procurement Officers in the APAC region and honoured as CEO of the Year 2025 by the Indian Institute of Materials Management (IIMM) for his outstanding contribution to the materials management profession. He has also received multiple accolades, including CPO of the Year awards from UBS Forums and SAP Gain Skills, recognition as a Top 10 Procurement Leader by ISCM Forums and Procmart, the President's Medal from IIMM, and the Outstanding Procurement Leader of the Year 2024 award from GEP. SAP has additionally conferred him for driving excellence in procurement transformation.

He holds a Doctor of Excellence in Leadership, Innovation and Strategy and has completed advanced leadership programmes with Harvard University and GE Crotonville, Singapore. His academic credentials include an MBA in Materials and Supply Chain Management, a PG Diploma in Materials Management, a Mechanical Engineering degree, and specialised certification from IIM Ahmedabad. He brings deep expertise in supply chain optimisation, capacity planning, business processes, and SAP-driven systems.

**Sanjay Kumar**

*Chief Executive Officer
NEXGEN Procurement Solutions, India*

Sanjay Kumar has over 30 years of leadership experience in governance, public policy, procurement, and sustainability. He has shaped sustainable procurement strategies for governments across Asia Pacific and advises global agencies like the World Bank, ADB, and EU SWITCH-Asia. Holding dual master's degrees in environmental engineering and public policy, he blends academic insight with practical expertise across public, private, and international sectors.

He Sanjay served as President of the Board of Trustees for APRSCP (2021–24), Member of UNEP's Multi-Stakeholder Advisory Committee on SPP and sits on the Strategic Advisory Committee of the Sustainable Purchasing Leadership Council, contributing to the global agenda on green and sustainable public procurement.



Satya Narayan Meena

*Additional Chief Executive Officer Government e Marketplace (GeM)
Ministry of Commerce and Industry, Government of India*

Satya Meena, an IRSSE (Indian Railway Service of Signal Engineers) officer of the 2000 batch and an alumnus of IIT Delhi, is the Additional CEO of Government e Marketplace (GeM), Ministry of Commerce & Industry. With over 25 years of experience in financial management, digital governance, capacity building, and public administration, he has led major transformation initiatives across government.

He has played key roles in national programmes such as Multi Modal Infrastructure Projects, Khelo India, Digital India, and Mission Karmayogi Bharat, driving technology enabled governance reforms and building scalable, citizen centric systems.

At GeM, he leads governance and financial reforms, compliance, and policy initiatives to enhance transparency and efficiency in public procurement. He has driven stakeholder focused improvements, large scale capacity building efforts, and development of knowledge repositories, while strengthening collaboration with government bodies, industry, and academia to expand GeM's adoption and trust.

Passionate about systemic transformation, he continues to align strategy, technology, and partnerships to advance India's digital procurement ecosystem and promote transparent, inclusive, and future ready governance.



Shailly Kedia

*Director and Senior Fellow
The Energy and Resources Institute (TERI)*

Shailly Kedia is a Director and Senior Fellow at The Energy and Resources Institute (TERI), New Delhi. She is a multidisciplinary research professional with 20 years of experience in policy research, outreach, and capacity building. Her areas of expertise include green growth policy innovations such as green budgeting, green public procurement, and sustainable consumption and production. She is a Board Member of the World Sustainable Development Forum and serves on the Board of Directors of ESG Risk Assessments & Insights Limited.

**SIZI Qolohle***Chief Director**Governance, Monitoring and Compliance, South Africa*

Siziwe (Sizi) Zanele Qolohle is a senior public sector executive with over 30 years of experience in pharmacy, health systems strengthening, project management, and supply chain governance. She currently serves as Chief Director: Governance, Monitoring and Compliance at the National Treasury, overseeing SCM frameworks across all spheres of government to ensure compliance, accountability, and good governance.

She has led major procurement reforms, managed multi billion rand transversal contracts, and contributed to national priorities such as the Section 100(1)(b) intervention in the North West Province and the Nugent Commission. Earlier roles in the Department of Health, Management Sciences for Health, and Synexus saw her lead large scale initiatives in pharmaceutical reform and clinical trials.

She holds an MBA and Honours in Business Administration from the University of Stellenbosch, a Bachelor of Pharmacy, and an Advanced Programme in Project Management from the University of Pretoria, along with several specialist certifications. She is a registered member of the South African Pharmacy Council and the Chartered Institute of Purchasing & Supply.

Respected for her leadership in governance, procurement reform, and health systems management, she is committed to advancing ethical, sustainable, and effective public service delivery.

**Stephane Bessadi***Sr Procurement Specialist**Portfolio and Financial Management Department**Asian Development Bank*

Stephane Bessadi is a Senior Procurement Specialist, at the Asian Development Bank (ADB).

He is based in ADB resident mission in India, New Delhi since 2023, to manage a portfolio exceeding \$10B, deliver innovative and sustainable solutions aligned with ADB's Strategy 2030, and support country operations and institutional capacity building across sovereign and non-sovereign operations.

He has a Master's Degree in Engineering from AgroParisTech, France, and a Master's Degree in Economics from Aix Marseille School of Economics, France.



Robin Kumar Thakur

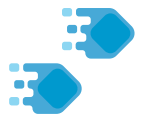
*Senior Procurement Specialist
The World Bank*

Robin is a seasoned procurement professional with over 16 years of experience, including 11 years at the World Bank. Robin is an engineer by academic qualification and holds a master's degree in supply chain management. In his current role as Senior Procurement Specialist at the World Bank, he provides fiduciary oversight for 14 investment projects across a range of sectors, including Urban Development, Water, Transport, Agriculture, Education, and Health. Beyond his fiduciary responsibilities, Robin has played a key role in advancing procurement reforms in partnership with federal and state governments in India. Before working with the World Bank, Robin has worked with Government of India in hydro power generation sector.

He holds the MCIPS qualification, alongside several other credentials, such as Certified PPP Professional, Project Management Professional (PMP), and Certified Fraud Examiner. His areas of interest are GovTech solution in Public Procurement, Green Public Procurement, PPP Procurement and Procurement Analytics.



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- Anyone interested in Public Procurement.

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For Further details contact - Program Manager
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
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Capacity Building : Procurement & Contract Programme Calendar 2026

Name of the Programme	Supporting Authority**	Duration	Month	Location
Global Procurement Summit'26	Supported by Ministry Finance & The World Bank	2 Days	04th - 05th Feb	Le Meridian New Delhi
Certificate Programme in Contractual Dispute Resolution Batch - 13	With technical Support of The World Bank	6 Months	Feb - July	Hybrid model (3 days physical workshop in Delhi)
Effective Negotiation Skills in Contractual Correspondence	Supported by The World Bank, AIIB & NDB	3 Days	May	Mussoorie/ Jim Corbett
Professional Diploma in Public Procurement - June 2026	Initiated by The World Bank	6 Months	June - November	Hybrid model (3 days physical workshop in Delhi)
Certificate programme in Public Private Partnership Batch - 7	With technical Support of The World Bank	3 Months	August	Hybrid model (3 days physical workshop in Delhi)
Sustainability & AI Intervention in Procurement Process	Supported by The World Bank, AIIB & NDB	3 Days	September	Udaipur
Professional Diploma in Public Procurement November 2026	Initiated by The World Bank	6 Months	November-December	Hybrid model 3 days physical workshop in Delhi)
Advanced Approaches to Contract Management & Dispute Resolution	Supported by The World Bank, AIIB & NDB	3 days	December	Ooty/ Goa
Certificate Programme in Contractual Dispute Resolution Batch- 14	With technical Support of The World Bank	6 Months	February 2027	Hybrid model 3 days physical workshop in Delhi
Other Customized Capacity Building Programs: • GeM • Public Procurement & GFR Guidelines • QCBS: Methods of Procurement • FIDIC Contracts • World Bank Procurement Framework	Customised			

Hybrid model consists of 2-3 days' physical workshop in Delhi along with online classes on week-ends. Programmes can be customised as per the organisation's needs.

****Subject to approval from the concerned authorities**

Capacity Building Procurement Programme

- ✓ Initiated and technically supported by The World Bank
- ✓ Sessions by Industry Expert
- ✓ Hybrid mode weekend batches



PROFESSIONAL DIPLOMA IN PUBLIC PROCUREMENT (PDPP) | 6 MONTHS PROGRAMME (INITIATED BY THE WORLD BANK)

- Equip participants with the knowledge and skills needed for effective procurement
- Address both global and Indian perspectives
- Promote good governance in procurement through modern methods and best practices



CERTIFICATE PROGRAMME IN CONTRACTUAL DISPUTE RESOLUTION (CPCDR) 6 MONTHS PROGRAMME

- Gain insight into contract designing and interpretation
- Foster managerial approval process to effectively handle contractual disputes
- Acquire proactive tools to mitigate potential disputes



CERTIFICATE COURSE IN PUBLIC PRIVATE PARTNERSHIP (PPP) | 3 MONTHS PROGRAMME

- Develop expertise in the concepts of Public Private Partnership (PPP), including design, bidding and contract management
- Gain a deep understanding of sector strategies by integrating top PPP practices from global and Indian contexts

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Who can benefit

- Government and PSU officials involved or interested in designing and managing PPP transactions
- Employees of Private Concessionaires, Contractors and suppliers involved or interested in implementing PPP contracts
- EPC and other downstream contractors
- Procurement Professionals for updating their domain knowledge

Eligibility

Graduate in any discipline from university or recognised institute.

Fee Structure

Total fee (inclusive of all taxes) – ₹ 41,300/-
Course fee- ₹ 35,000/- plus GST (18%)

For further details contact

Programme Manager

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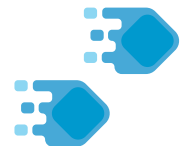
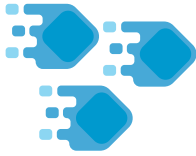
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