PARI Training Institute
Parliamentary and Administrative Research Institute
New Delhi

TWO-DAY PROGRAMME · DECEMBER 2026 AND JANUARY 2027

Public Procurement and Related Issues: Law, Practice and Integrity

A practitioner-led programme on the procurement of works, goods and services in India — from the legal framework and e-procurement to GeM, the Integrity Pact, debarment, and cyber and payment integrity.

DAY 1 · FRAMEWORK AND PROCESS

Legal framework and e-procurement · Bidding systems, tenders and GFR provisions · Preparing tender documents · Contract management and payment

DAY 2 · RISK AND INTEGRITY

Stage-wise risks · GeM, tender analytics and red flags · CTE scrutiny and intensive examinations · Integrity Pact and IEMs · Disputes and debarment · Cyber hygiene and payment integrity

DATES AND VENUE

Batch I: 21–22 December 2026
Batch II: 21–22 January 2027
09:30–17:30 at Bhikaji Cama Bhawan, Bhikaji Cama Place, New Delhi 110066.

PROGRAMME FEE

₹20,500 + 18% GST (₹24,190 in all) per participant. Last date for nominations: 4 December 2026 (Batch I) and 7 January 2027 (Batch II).

WHO MAY BE NOMINATED

Officers handling procurement, contracts, materials, finance, audit and vigilance in Ministries, CPSEs, Financial Institutions and Autonomous Bodies.

CERTIFICATE

Participants who attend both days receive a certificate of participation from PARI.

01

CONTEXT

Procurement that earns public trust

Public procurement is the largest point of contact between public entities and the market. By World Bank estimates, procurement by Central and State Government Ministries and Departments, and by the organisations they own or control, accounts for around a fifth of India's GDP. How well it is done decides whether public money buys real value, whether all eligible bidders get an equal opportunity, whether suppliers compete on fair terms, and whether stakeholders receive goods, works and services of the promised quality within the specified time.

Digitalisation has brought about a paradigm shift in the procurement process. The Central Public Procurement Portal and the Government e-Marketplace (GeM) now hold centre stage in the public procurement framework. GeM, launched in August 2016, crossed ₹20 lakh crore in cumulative orders by its tenth anniversary in August 2026, with 25 lakh sellers and 1.37 lakh buyer organisations. New tools also bring new risks — tailored specifications, cartels, cyber fraud and payment anomalies — that officers must learn to recognise and prevent.

SOME PROMINENT FEATURES

~20% of GDP
Estimated share of public procurement in India (World Bank)

₹20 lakh crore+
Cumulative GeM orders, August 2016 – August 2026

45.6%
Share of GeM order value fulfilled by micro and small enterprises

02

RULES

The framework at a glance

General Financial Rules, 2017	Chapter 6 governs procurement of goods and services: Rule 144 (fundamental principles of efficiency, economy, transparency and fair competition), Rule 151 (debarment) and Rule 175 (Code of Integrity).
Department of Expenditure guidelines	Manuals for Procurement of Goods (2nd edition, 2024), Works (2nd edition, 2025), and Consultancy and Non-consultancy Services (2nd edition, 2025); debarment guidelines of 2 November 2021, amended on 8 May 2026 to cover defaults on contract-labour wages and statutory dues, with a consolidated database of debarred firms on GeM.
Preference policies	Public Procurement (Preference to Make in India) Order, 2017, and the Public Procurement Policy for Micro and Small Enterprises, with its 25% annual procurement target from MSEs.
CVC mandate	The role of the Chief Technical Examiner's (CTE's) Organisation in scrutinising procurement by government agencies; the Standard Operating Procedure for adopting and implementing the Integrity Pact and appointing Independent External Monitors to oversee it; the preventive vigilance framework; and the Vigilance Manual and Master Circulars.
Disputes	Arbitration and Conciliation Act, 1996, and the Department of Expenditure guidelines on arbitration and mediation in domestic public procurement contracts.

03

PURPOSE

About the programme

Officers in Ministries, Departments, CPSEs and other organisations take high-value procurement decisions every day, often without structured exposure to the legal, contractual and integrity dimensions of the work. A lapse at any stage — a tailored specification, an ambiguous contract clause, an unchecked payment — can turn into an audit objection, a vigilance case or a legal dispute years later.

This intensive two-day programme takes participants through the full procurement cycle. Day 1 covers the rules and the process: the legal framework, bidding systems, tender documents and contract management. Day 2 highlights process integrity: stage-wise risks, GeM and tender analytics, scrutiny by the CTE's Organisation, the Integrity Pact, dispute settlement and debarment, and cyber hygiene and payment integrity. Sessions are led by a former Director General of Police, former CVC officers, Chief Vigilance Officers and procurement specialists, and anchored in Indian case studies.

04

PARTICIPANTS

Who should attend

Procurement, purchase and materials management officers	Contracts, tender and works officers
Finance, accounts and internal audit officers	Vigilance officers
Members of tender, technical and price committees	GeM buyers, consignees and paying authorities
Legal officers handling contracts and disputes	IT and e-procurement administrators

05

OUTCOMES

What participants take away

1 **Command of the rules**
Apply GFR 2017, the procurement manuals and CVC guidelines with confidence.

2 **Risk awareness and mitigation**
Spot integrity risks and red flags at every stage, and design mitigation strategies that prevent undue loss or hurdles.

3 **Sound tender documents**
Draft clear eligibility, specifications and contract terms that stand up to scrutiny.

4 **GeM and analytics**
Use GeM rules and tender data to spot cartels, anomalies and early warning signs.

5 **Integrity tools**
Understand the Integrity Pact, the role of IEMs, and dispute and debarment procedures.

6 **Secure payments**
Apply cyber hygiene and transaction monitoring to protect the payment process.

Practitioner faculty
A former DGP, IRSS officers, former CVC officers, CVOs and procurement specialists with decades of hands-on experience.

Case-based learning
Real cases from Railways, Ports, Coal, Defence and other CPSEs.

Certificate
A PARI certificate of participation on completing both days.

06 · SCHEDULE

Two days, nine technical sessions

Batch I runs on Monday and Tuesday, 21–22 December 2026, and Batch II on Thursday and Friday, 21–22 January 2027, both at Bhikaji Cama Bhawan, Bhikaji Cama Place, New Delhi 110066. Each day runs from 09:30 to 17:30, with working lunch and tea.

Day 1 · Framework and process
Mon 21 Dec 2026 · Thu 21 Jan 2027

09:30–10:00	Registration
10:00–10:30	Inaugural session and overview of the day
10:30–11:45	**Technical Session I** Legal framework for public procurement of works, goods and services in India, with emphasis on e-procurement
11:45–12:00	Tea
12:00–13:30	**Technical Session II** Bidding systems, types of tenders, contractual terms and GFR provisions
13:30–14:15	Lunch
14:15–15:30	**Technical Session III** Preparation of tender documents
15:30–15:45	Tea
15:45–17:30	**Technical Session IV** Contract management, digital and otherwise; terms of payment; overseas procurement and payment to suppliers

Day 2 · Risk and integrity
Tue 22 Dec 2026 · Fri 22 Jan 2027

09:30–10:45	**Technical Session I** Stage-wise risks in public procurement; procurement through GeM: rules, tender analytics, red flags and early warning systems
10:45–11:00	Tea
11:00–12:15	**Technical Session II** Role of the CTE's Organisation in the scrutiny and intensive examination of procurement
12:15–13:15	**Technical Session III** Scope of the Integrity Pact; appointment and role of Independent External Monitors
13:15–14:00	Lunch
14:00–15:15	**Technical Session IV** Dispute settlement and the debarment process in procurement
15:15–15:30	Tea
15:30–17:00	**Technical Session V** Cyber hygiene in the procurement process; financial integrity in payments — transaction monitoring and payment anomalies
17:00–17:30	Valedictory session and award of certificates

Opening or closing Break

Timings are indicative. The schedule may be adjusted, and faculty for each session will be confirmed before the programme.

07 · SESSION GUIDE

What each session covers

DAY 1 · SESSION I

Legal framework and e-procurement

GFR 2017 and the procurement manuals for goods, works and services; CVC guidelines; preference policies for Make in India and MSEs; the Central Public Procurement Portal and mandatory e-procurement.

DAY 1 · SESSION II

Bidding systems and contract terms

Open, limited, single and two-stage tenders; single- and two-bid systems; reverse auctions; key contractual terms; GFR provisions on bid security, performance security and evaluation.

DAY 1 · SESSION III

Preparing tender documents

Eligibility and qualification criteria; drafting specifications without favouring a supplier; evaluation criteria; standard bidding documents; common drafting errors that invite complaints and disputes.

DAY 1 · SESSION IV

Contract management and payment

Managing contracts digitally and on paper; variations, extensions and liquidated damages; terms of payment; overseas procurement, letters of credit and payment to foreign suppliers.

DAY 2 · SESSION I

Stage-wise risks; GeM, analytics and red flags

Integrity risks from needs assessment and estimation through tendering, evaluation, award and execution; GeM rules and buying modes; tender analytics; signs of bid rigging and cartels; early warning systems for anomalies in bids and orders.

DAY 2 · SESSION II

The CTE's Organisation and intensive examinations

The role of the CTE's Organisation in scrutinising procurement; intensive examinations of suspected or randomly selected ongoing and completed procurements of works, goods, consultancy and non-consultancy services.

DAY 2 · SESSION III

Integrity Pact and IEMs

Origin and scope of the Integrity Pact; the CVC's Standard Operating Procedure; appointment, tenure and role of Independent External Monitors.

DAY 2 · SESSION IV

Disputes and debarment

Dispute resolution clauses, conciliation and arbitration; debarment under GFR Rule 151 and the Department of Expenditure guidelines, including the 2026 amendments.

DAY 2 · SESSION V

Cyber hygiene and payment integrity

Securing e-procurement credentials and documents; phishing and invoice fraud; transaction monitoring and spotting payment anomalies.

TRAINING METHODOLOGY

1. **Expert-led sessions**
   Interactive and participative classes.
2. **Case discussions**
   Anchored in real cases from Indian CPSEs and Ministries.
3. **Reading material**
   Key rules, CVC circulars and judgments shared with participants.

08 · FACULTY

Practitioners who have run procurement and investigated it



Dr Muktesh Chander

IPS (1988) · former Director General of Police, Goa · Special Monitor for Cybercrime and AI, National Human Rights Commission

Dr Chander has served as Director General of Police, Goa, headed the Delhi Traffic Police, and served as Special Commissioner (Technology Management), Delhi Police. He served a year with the United Nations as a Police Observer in Bosnia and Herzegovina, and trained at the Louisiana State Police Academy and in the FBI's Law Enforcement Executive Development course.

An engineer by training, he holds a PhD in cyber security from IIT Delhi, an LLB and an MA in Criminology, and is a Chevening Cyber Security Fellow (Cranfield University). His expertise spans cyber-crime investigation, critical information infrastructure protection and digital security. Honours include the President's Police Medal for Distinguished Service and the UN Service Medal.



Shri Anil Singhal

IRSS (1978), retired · former General Manager, North Western Railway · former Chief Technical Examiner, CVC

Shri Singhal brings about 36 years of experience in public procurement and general management. He served as Chief Technical Examiner in the CTE's Organisation of the Central Vigilance Commission, which examines procurement activities. He also served as General Manager of North Western Railway, Executive Director in the Railway Board, Divisional Railway Manager, Madurai, and GM and Group GM at RITES.

He was a Procurement Consultant with the World Bank in Dhaka and on World Bank-funded projects in Sri Lanka and The Gambia. He lectures regularly at World Bank-sponsored trainings, the Indian Institute of Materials Management, the Indian Railways Institute of Logistics and Materials Management, the National Institute of Financial Management, and many government organisations and PSUs.



Shri S. K. Sadangi

IRSS (1988), retired · former Chief Vigilance Officer, Coal India and major ports

A civil engineering graduate of IIT Kharagpur with a Master's in Public Policy from the National University of Singapore and the Harvard Kennedy School, Shri Sadangi spent over 20 years in procurement and inventory management on Indian Railways, last serving as Principal Chief Materials Manager at Chittaranjan Locomotive Works. He has 14 years' experience in governance and anti-corruption across railways, ports and coal.

As Chief Vigilance Officer of the ports of Kolkata–Haldia, Chennai and Paradip, Kamarajar Port, Andaman Lakshadweep Harbour Works, the Indian Maritime University and Coal India, he led investigations of national importance, and he was associated with the Justice M. B. Shah Commission of Inquiry into illegal iron ore and manganese mining. He now works on data-driven measurement of quantity and quality in bulk material transactions.

08 · FACULTY (CONTINUED)



Shri Rupak D. Talukdar

Former Director, Ministry of Finance

Shri Talukdar held key positions in the Ministry of Finance and the Ministry of Personnel, contributing to policy on vigilance administration, human resource management and financial administration. He brings over three decades of experience in government procurement and purchase management, GeM, administrative vigilance and the CCS (CCA) Rules, including the roles of Inquiry and Presenting Officers and the drafting of charge-sheets.

He is associated as faculty with the CBI Academy, the CPWD Academy, ISTM, IIPA and C-DAC, and conducts in-house training for CPSEs and central autonomous bodies across India.



Shri Anuj Kumar

IRSS (2013) · Director, Government e-Marketplace (GeM), Ministry of Commerce and Industry

Shri Kumar is an officer of the Indian Railway Stores Service, now serving on deputation as Director at the Government e-Marketplace. A civil engineering graduate of NIT Allahabad, he also holds a Professional Diploma in Public Procurement from the All India Management Association (AIMA). Of his 15 years in government, 12 have been spent in public procurement: he began on Indian Railways after joining the IRSS in 2013, and has spent the past seven years at GeM.

At GeM he has helped drive innovation and streamline online procurement for government buyers, resolving their GeM-related issues and meeting their training needs. He has trained procurement professionals across the country in the efficient use of GeM and speaks regularly at forums and institutions on public procurement and governance.

09

NEW DELHI

Parliamentary and Administrative Research Institute (PARI)

PARI was established in 2017 to undertake research on parliamentary and administrative issues in India and to build the capacity of those who govern. Its training arm, PARI Training Institute LLP, runs tailor-made programmes for officers of Ministries, Public Sector Enterprises, autonomous bodies, State Governments and Legislative Secretariats, on parliamentary procedure, public policy, preventive vigilance, public procurement, disciplinary proceedings and anti-corruption, including with the International Anti-Corruption Academy in Vienna.

70+
Domestic training programmes since 2017

25
International programmes in the UK, Australia and Austria

200+
Government organisations that have nominated officers

10 · PROGRAMME MANAGEMENT



Shri Rajiv Verma

Course Director · Former Director and Consultant, Central Vigilance Commission

Shri Verma has served the CVC for more than 37 years (1989–2026), retiring as Director in its Policy Division. He drafted the Commission's policy and Standard Operating Procedure for adopting the Integrity Pact, including the empanelment and nomination of Independent External Monitors, and was closely involved in drafting the Vigilance Manuals of 2017 and 2021. As Consultant, he drafted 11 Master Circulars, a first for the CVC, superseding 670 circulars issued since 1964, and reviewed the Vigilance Manual 2026. He has lectured to more than 5,000 officers at the SVP National Police Academy, CBI Academy and XLRI, and at zonal and sectoral trainings organised by the CVC and other organisations.



Dr Narmadeshwar Prasad

Founder Director, PARI

Dr Prasad is the founder Director of PARI. He served in various capacities in the Rajya Sabha Secretariat for over 23 years and has vast experience of parliamentary procedure. He took voluntary retirement in 2017 and founded PARI to train officers of the Central Government, PSEs and autonomous bodies in parliamentary procedure and allied subjects. He holds an MA, MPhil and PhD from the Centre for International Politics, Organisation and Disarmament, School of International Studies, Jawaharlal Nehru University, New Delhi, and lectures on public policy, public health policy including mental health systems development, and ethics and good governance.



Dr Sulagna Chattopadhyay

Director, PARI · Secretary General, LIGHTS

For 27 years Dr Chattopadhyay has worked in research and outreach on polar studies, disaster management, climate change, AI and ethics, and biodiversity. She is founder editor of Geography and You (G'nY), published since 2001 and indexed in the India Citation Index, and Secretary General of LIGHTS, under which PARI functions. Since 2011 she has convened the Science and Geopolitics of Arctic–Antarctic conference series, and her eight books include two Springer volumes on the polar regions.

11 · PROGRAMME FEE

Fee, nominations and payment

Open to officers nominated by Ministries, Departments, CPSEs, public sector banks, financial institutions, autonomous bodies and State Government organisations. Seats are limited and are confirmed in order of receipt of nominations with fee.

Last date for nominations: **4 December 2026** for Batch I (21–22 December 2026) and **7 January 2027** for Batch II (21–22 January 2027).

Per participant	₹
Programme fee	20,500
GST at 18%	3,690
Total payable	**24,190**

The fee includes

A. Two days of training with course material

B. Working lunch and tea on both days

C. Certificate of participation

The fee does not include

A. Travel to and from New Delhi

B. Accommodation and local conveyance for outstation participants

SPECIAL OFFER **Nominate six officers to one batch and pay for five.**

HOW TO REGISTER

1 · Nominate
Email the nomination letter from the competent authority to training@pariparliament.org.

2 · Confirm
PARI confirms the seat and sends the invoice and payment details.

3 · Pay
Pay by demand draft, cheque or NEFT/RTGS before the programme.

PAYMENT DETAILS

Demand draft, cheque or NEFT in favour of PARI Training Institute LLP

Account name	PARI TRAINING INSTITUTE LLP
Bank	HDFC Bank
Branch	Ansal Chamber-1, Bhikaji Cama Place, New Delhi 110066
Account no.	50200046748750
IFSC	HDFC0000678
MICR	110240104
PAN	AAYFP0495N
GSTIN	07AAYFP0495N1Z9

CORRESPONDENCE

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COORDINATING OFFICERS

Mr Ratish Jha · +91 92110 27744
Mr Nilesh Kumar · +91 85272 75170
training@pariparliament.org

12 · CLIENT ORGANISATIONS SINCE NOVEMBER 2017

Trusted across government, enterprise and academia

Government of India

Department of Pension and Pensioners' Welfare · Department of Personnel and Training · Ministry of Tribal Affairs · Ministry of Earth Sciences · Ministry of Electronics and Information Technology · Ministry of Development of North Eastern Region · Department of Space · Department of Scientific and Industrial Research · Ministry of Road Transport and Highways · Department of Posts · Ministry of Health and Family Welfare · Ministry of Shipping · Department of Industrial Policy and Promotion · Department of Health Research · Ministry of Parliamentary Affairs · Ministry of Coal · Department of Revenue · Ministry of Human Resource Development · Ministry of Education · Ministry of Tourism · Department of Youth Affairs · Department of Sports · Department of Agricultural Research and Education · Ministry of Power · ICMR · DRDO · Department of Economic Affairs · Department of Empowerment of Persons with Disabilities · Department of Drinking Water and Sanitation · Department of Justice · Ministry of Women and Child Development · Department of Science and Technology · Ministry of Housing and Urban Affairs

Public Sector Enterprises

NALCO · BHEL · Hindustan Aeronautics · Coal India · Central Coalfields · South Eastern Coalfields · Mahanadi Coalfields · Western Coalfields · Northern Coalfields · Eastern Coalfields · Bharat Coking Coal · CMPDI · Indian Bank · UCO Bank · Indian Overseas Bank · Repco Bank · RITES · TCI · ONGC · IRCON International · NHAI · Indian Oil · BPCL · HPCL · GAIL · Oil India · Numaligarh Refinery · MRPL · DFCCIL · IFFCO · IREDA · IREL (India) · MMTC · MSTC · New Mangalore Port · Syama Prasad Mookerjee Port, Kolkata · Paradip Port Authority · ITDC · BIRAC · NLC India · Balmer Lawrie · IFCI · HLL Lifecare · PFRDA · Power Finance Corporation · REC · Mishra Dhatu Nigam · BEML · ALIMCO · MOIL · NBCC · NEEPCO · Hindustan Shipyard · Mazagon Dock Shipbuilders · Ferro Scrap Nigam · NEDFi · NHPC · NHDC · SJVN · THDC India · Damodar Valley Corporation · Bhakra Beas Management Board · Jute Corporation of India · Bharat Electronics · Machine Tool Prototype Factory, Ambernath · Ordnance Factory, Medak · Heavy Vehicles Factory, Chennai · Vehicle Factory, Jabalpur · AVNL · Bengal Chemicals and Pharmaceuticals · IndiaFirst Life Insurance · United India Insurance · Agriculture Insurance Company of India · Central Warehousing Corporation · Hindustan Copper · Heavy Engineering Corporation · KAP Ltd · NHSRCL · NCRTC · BBJ Construction · MECON · BECIL · Certification Engineers International · HUDCO

Autonomous bodies and institutions

National Crime Records Bureau · BPR&D · NTRO · SEBI · CBEC · Competition Commission of India · Office of the CGDA · Rajya Sabha Secretariat · India Meteorological Department · INCOIS · Indian Institute of Tropical Meteorology · CMLRE · ICMAM · IGCAR · Institute for Plasma Research · Physical Research Laboratory · CSIR-CECRI · Institute of Nano Science and Technology · National Centre for Cell Science · Centre for Excellence in Basic Sciences · National Biodiversity Authority · AIIMS New Delhi, Jodhpur, Nagpur, Raipur, Bhubaneswar, Deoghar, Gorakhpur, Rishikesh, Patna, Raebareli, Awantipora, Mangalagiri and Bibinagar · JIPMER · IPGMER · VMMC and Safdarjung Hospital · Lady Hardinge Medical College · Smt. S. K. Hospital · Tata Memorial Hospital · Chittaranjan National Cancer Institute · IGIMS Patna · LGBRIMH Tezpur · Central Institute of Psychiatry, Ranchi · National Institute of Tuberculosis · CCRUM · SVNIRTAR · NIRDPR · National Productivity Council · IIFT · National Skill Development Corporation · NI-MSME, Hyderabad · NIFT · NIFTEM · IIT Roorkee · SVNIT Surat · MNIT Jaipur · IISER Kolkata · Central Universities of Punjab and Karnataka · RIPANS · National School of Drama · National Council of Science Museums · Children's Film Society India · South Central Zone Cultural Centre · Dr Ambedkar International Centre · Indira Gandhi Rashtriya Uran Akademi · Aeronautical Quality Assurance · ARAI · NECTAR · NERIWALM · North Eastern Council Secretariat · CIHCS · National Capital Region Planning Board · NSIC · SEEPZ-SEZ · NSEIT · Maharashtra Maritime Board · Coir Board · Rubber Board · IRMRA · Energy Management System, Thiruvananthapuram · NIRM · NCPSL · NITRD · NIEIT

State Legislatures and Governments

Legislative Assembly Secretariats of Meghalaya, Punjab, Sikkim, Mizoram, Arunachal Pradesh and Nagaland · Government of the National Capital Territory of Delhi

13 · PROCUREMENT AND VIGILANCE PROGRAMMES

Building on PARI's procurement and vigilance courses

Online	**Public Procurement: Integrity, Governance and Decision Making — 30-hour certificate programme** May 2025; July 2025; May 2026
Gurugram	**Customised two-day programme on Vigilance, Public Procurement, and Ethics and Good Governance for RITES Limited** September 2023
Online	**Hospital Procurement Vigilance** September 2020
Online	**Preventive Vigilance and Good Governance** More than 15 batches since 2021, including courses for Oil India Limited; July 2026
Online	**Vigilance Management for Vigilance Officers** 2021–2024
Delhi / Duliajan	**Disciplinary Proceedings for Good Governance, including CDA Rules for NCRTC** 2022–2025
Vienna	**Leadership Programme on Anti-Corruption and Good Governance, with IACA** March 2024; June 2024; September–October 2025; February 2026; next batch February 2027

14 · INTERNATIONAL PROGRAMMES

Public Policy Management in Parliamentary Democracy (London, 2018–2020; Perth, 2023) · Public Health Policy Administration in Parliamentary Democracy (London, 2019–2022) · Anti-Corruption in a Parliamentary Democracy (London, 2020) · Leadership for Mental Health System Development (Melbourne, 2020–2026) · Anti-Corruption and Good Governance (Vienna, 2024–2026)

NOMINATIONS AND ENQUIRIES

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COORDINATING OFFICERS

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Mr Nilesh Kumar · +91 85272 75170

PROGRAMME

Two-Day Programme on Public Procurement and Related Issues
Batch I: 21–22 December 2026
Batch II: 21–22 January 2027
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