

No.42/11/2024-5Trg.
HARYANA GOVERNMENT
CHIEF SECRETARY OFFICE
TRAINING DEPARTMENT

Dated, Chandigarh the 09th February, 2026.

To

All the Administrative Secretaries of Haryana State.

Subject: - Call for Nominations- Three days Capacity Building Programme (50th Edition) on “Navigating Procurement via Government e-Marketplace (Gem), Strategic Contracts (including EPC)- Dispute Resolution & Risk Mitigation” during 23-25 February, 2026- Toshali Sands, Puri (Odisha).

Sir/Madam,

I am directed to refer to the subject noted above and to inform that a copy of email dated 16.01.2026 received from Mr. Rajesh Batra, Head- Centre for MSME, Indian Institute of Corporate Affairs. This email has been uploaded on the CS Haryana Website (<http://csharyana.gov.in>).

It is, therefore, requested to take further necessary action in view of Government Instructions issued vide No. 22/38/2010-4Trg, dated 21.12.2022 accordingly.

Yours faithfully,


Superintendent, Training ✓

Endst. No. 42/11/2024-5Trg.

Dated Chandigarh, the 09th February, 2026.

A copy is forwarded to Mr. Rajesh Batra, Head- Centre for MSME, Indian Institute of Corporate Affairs. (Government Of India) Plot No. P-6, 7, 8, Sector-5, IMT Manesar, Distt. Gurugram-122052, Haryana, India. w.r.t his email dated 16.01.2026 for information.

— 5d —

Superintendent, Training

Call for Nominations - Three Day Capacity Building Program on "Navigating Procurement via GeM, Strategic Contracts (including EPC) - Dispute Resolution & Risk Mitigation" during 23 - 25 February, 2026 at Puri (Odisha)

1 message

Rajendra Batra <iica.cmsme@gmail.com>
Bcc: ranchtrg@gmail.com

1

14/1/26

STW

Dear Sir / Ma'am,

Indian Institute of Corporate Affairs (established by the Ministry of Corporate Affairs, Govt. of India) announces **Three Day Capacity Building Program Procurement via Government e Marketplace (GeM), Strategic Contracts (Including EPC) - Dispute Resolution & Risk Mitigation**" during **23 - 25 February, 2026** at **Toshali Sands, Puri (Odisha)**.

In view of the importance of the subject, may we seek your support for this capacity building program by nominating delegates from different offices under your Ministry/Department/Esteemed organization by sending the nominations along with Program Fee.

For more information, please refer to the attached letter along with the detailed program outline.

Training Branch

CFMS/Diary No 698 |
Dated 16/1/26



Indian Institute of Corporate Affairs

Partners in Knowledge, Governance, Transformation.
(Under Ministry of Corporate Affairs, Govt. of India)



Three Day Capacity Building Program (50th Edition)

on

"Navigating Procurement via Government e Marketplace (GeM), Strategic Contracts (including EPC) - Dispute Resolution & Risk Mitigation"

23 - 25 February, 2026 - Toshali Sands, Puri (Odisha)

ENROL

Benefits / Objectives:-

- Gain an overall understanding of the essential aspects of operating and handling the GeM web portal.
- To enable participants to adopt the best procurement practices for floating tenders, evaluation & award in all types of procurement
- Provide users the speed and flexibility of e-commerce site in sourcing its requirement
- To drive efficiency, transparency and inclusivity in India's Public Procurement domain
- To have technology enabled dynamic, self-sustaining, user friendly, fair and transparent procurement system
- To promote standardization of products, demand aggregation, Make in India
- Identify the document that becomes a legally enforceable part of a contract
- To provide users the speed and flexibility of e-commerce sites in sourcing its requirements
- Reduce the risk of delaying a project by using contract negotiations

What do our Participants say:-

- Based on various cases discussed, learnt about best practices to be followed
- Topic covered very well and learned new things with examples
- Will help in dealing with GeM related issues
- Both pre & post contract management including dispute resolution mechanism very well explained with experiences & examples.
- Case studies & examples were helpful in getting the topic more clearly.
- Will help in better analysis and examination of contracts.
- Will enhance the quality of procurement work in India.
- Deeper understanding of practical aspects of commercial contracts.
- All concept of drafting very well explained with examples.
- Several barriers of MSMEs in commercial contracts clarified by faculty and very interactive session.

PROGRAMME FEE

Training Venue	Toshali Sands, Puri Puri-Konark Marine Drive, Puri Odisha - 752002
Training Date	23 - 25 February, 2026
Residential Program Fee	INR 43,070/- (INR 36,500 + 18% GST) per participant
Non-Residential Program Fee	INR 27,730/- (INR 23,500 + 18% GST) per participant

▪ **For Individual Nomination - No Discount is applicable**

▪ **For Standard Group of min. 2 & upto 3 nominations from one organization - We will be offering a discount of 5% on the Program Fee**

▪ **For Prime Group of minimum 4 & above nominations from one organization - We will be offering a discount of 10% on the additional participants. (Example: in case of 6 nominations from one organization, 3 nominations will be eligible for 5% discount and additional 3 nominations will be eligible for 10% discount)**

PROGRAMME DIRECTOR	PROGRAMME COORDINATOR
<p>Mr. Rajesh Batra, Head-Centre for MSME Indian Institute of Corporate Affairs</p> <p>E-mail: rajesh.batra@iica.in Phone: 9871417394, 8595690458</p>	<p>Mr. Nitin Wahi, Consultant Indian Institute of Corporate Affairs</p> <p>E-mail: cmsme.iica@gmail.com Phone: 9818891007</p>

With Warm Regards,

राजेश बत्रा / Rajesh Batra

प्रमुख- सेटर फॉर एमएसएमई / Head - Centre for MSME

भारतीय कॉर्पोरेट कार्य संस्थान / Indian Institute of Corporate Affairs

कॉर्पोरेट कार्य मंत्रालय, भारत सरकार / Ministry of Corporate Affairs

प्लॉट नंबर -6,7,8, सेक्टर-5, आईएमटी मानोसर / Plot no. P-6,7,8, Sector-5, IIM Manesar,

3 attachments

-  Letter_23-25 Feb, 2026.pdf
44K
-  Detailed_Program_23-25 Feb, 2026.pdf
379K
-  Registration_Form_23-25 Feb, 2026.pdf
128K

IICA/MSME/05012026

06 January, 2026

Dear Sir / Ma'am,

Three Day Capacity Building Program (50th Edition)

on

**"Navigating Procurement via Government e Marketplace (GeM),
Strategic Contracts (including EPC) - Dispute Resolution & Risk Mitigation"**

23 - 25 February, 2026 - Toshali Sands, Puri (Odisha)

Indian Institute of Corporate Affairs (IICA) has a focused **Centre for Micro, Small & Medium Enterprises**, established to foster understanding of the Regulatory Framework, encourage innovative responses to business environment and focus on issues affecting MSMEs. The Hon'ble Minister of Finance and Corporate Affairs is the President of IICA. Secretary, Ministry of Corporate Affairs is the Chairperson of the Board of Governors, which has many eminent personalities.

Navigating Procurement via Government e Marketplace (GeM) is crucial for any organization in 2026.

It connects more than 1.6 lakh government buyers with 23 lakh sellers and service providers. In terms of categories, nearly 12,000 product categories and 320 service categories enable the procurement of different goods and services.

Micro and small enterprises are getting major business from public procurement portal GeM and they are expected to sell goods and services worth over USD 20 billion by the end of this fiscal.

Since its inception in 2016, orders worth more than ₹13.4 lakh crore have been transacted on the GeM portal.

Hence, intensive training on "Navigating Procurement via Government e Marketplace (GeM), Strategic Contracts (including EPC) - Dispute Resolution & Risk Mitigation" should be a vital part of any business plan / buying plan in 2026, as procurement impacts everything from customer satisfaction and product quality to cash flows and profitability. With supply chains becoming more complex and constrained, leveraging critical skills is essential for success in today's business landscape.

The program outline covers the essential aspects of operating and handling the GeM web portal for both buyers and sellers, including floating tenders, evaluation, award, and advanced features as well as Recent Guidelines & General Financial Rules (GFR) application w.r.t. GeM, its process flow, challenges & complexities. It also allows for a comprehensive understanding of the platform and hands-on practice to ensure participants are conversant with GeM operations.

The said program also offers a unique opportunity to enhance contract management skills, stay current with the latest trends, and network with industry professionals

Objectives

- Gain an overall understanding of the essential aspects of operating and handling the Government e-Marketplace (GeM) web portal.
- To enable participants to adopt the best procurement practices for floating tenders, evaluation & award in all types of procurement.
- Provide users the speed and flexibility of e-commerce site in sourcing its requirement
- To drive efficiency, transparency and inclusivity in India's Public Procurement domain
- To have technology enabled dynamic, self-sustaining, user friendly, fair and transparent procurement system
- Identify and prevent common risks and inherent risks allocated between Seller and Purchaser and how these risks can be mitigated.

- Identify the document that becomes a legally enforceable part of a contract
- Determine the most appropriate form of agreement for a particular situation including Contract / Agreement towards Consultancy Services
- Participants will be exposed to the latest trends, real-world case studies & examples in contract management that can help in streamlining your contract management processes.

In view of the above, Indian Institute of Corporate Affairs (IICA) through its Centre for MSME is organizing **Three Day Capacity Building Program on "Navigating Procurement via Government e Marketplace (GeM), Strategic Contracts (including EPC) - Dispute Resolution & Risk Mitigation"** during **23 - 25 February, 2026** at **Toshali Sands, Puri (Odisha)**.

In view of the importance of the subject, may we seek your support for this capacity building program by nominating delegates from different offices under your Ministry / Department / Esteemed organization by sending the nominations along with Program Fee as below:-

Training Venue	Toshali Sands, Puri Puri-Konark Marine Drive, Puri Odisha - 752002
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<p>▪ For Individual Nomination - No Discount is applicable</p> <p>▪ For Standard Group of min. 2 & upto 3 nominations from one organization - We will be offering a discount of 5% on Program Fee</p> <p>▪ For Prime Group of minimum 4 & above nominations from one organization - We will be offering a discount of 10% for the additional participants. (Example: in case of 6 nominations from one organization, 3 nominations will be eligible for 5% discount and additional 3 nominations will be eligible for 10% discount)</p>	

- **IICA's Residential Program Fee** includes 3 nights' accommodation, Breakfast, Lunch & Dinner on Buffet set up, AM & PM Tea/Coffee.
- **IICA's Non-Residential Program Fee** includes Buffet Lunch, AM & PM Tea/Coffee.
- The above program fee does not include transfer to the hotel/venue and airport, local travel and air-travel.
- Seats are limited & on a first-come first-serve basis.

IICA also conducts the customized MDP / Capacity Building Programs, specific to your organization and the content would be finalized in consultation with you. This can be for IICA off-campus wherever our professors & subject matter experts would visit the venue suggested by you and deliver the program.

You will experience interactive learning led by subject-matter experts to give you in depth knowledge of topics relevant to Procurement Procedures, Policies and Contract Management.

Kindly nominate officials for our training program and extend your support to IICA.

Yours Sincerely,



(Rajesh Batra)

Head, Centre for MSME

Mobile no- 9871417394, 8595690458

Encl.:

- Detailed Programme Outline
- Registration Form



Indian Institute of
Corporate Affairs

Partners in Knowledge, Governance, Transformation.

(Under Ministry of Corporate Affairs, Govt. of India)



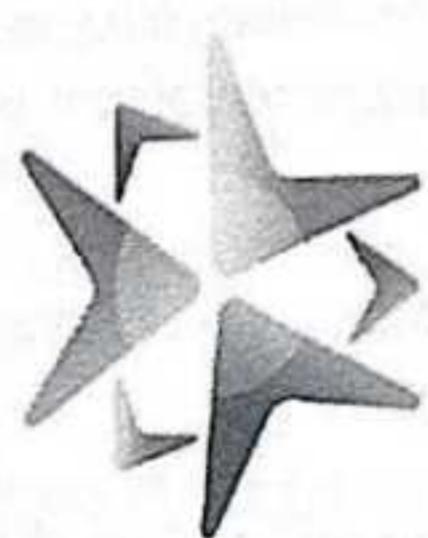
Indian Institute of Corporate Affairs (Ministry of Corporate Affairs, Govt. of India)

Organizes
Three Day Capacity Building Program
(50th Edition)

**“Navigating Procurement via Government e Marketplace (GeM),
Strategic Contracts (including EPC) - Dispute Resolution &
Risk Mitigation”**

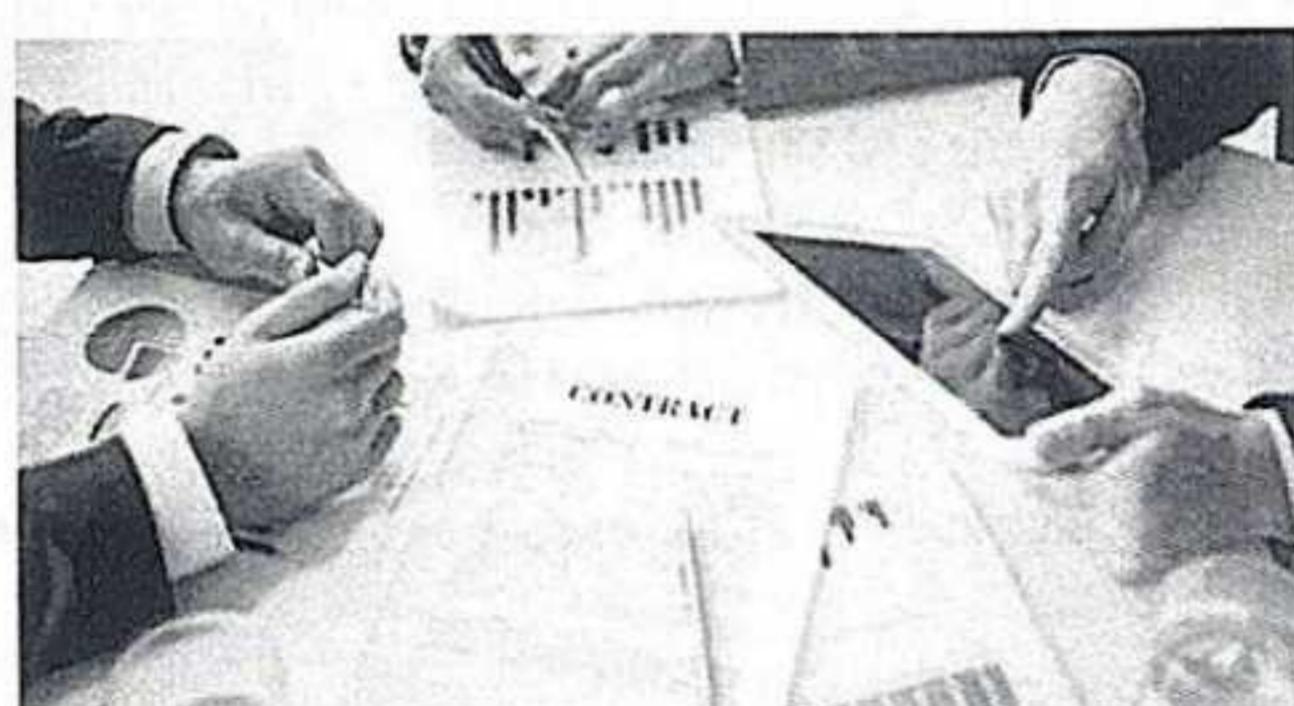
23 - 25 February, 2026

Toshali Sands, Puri (Odisha)



GeM
Government
e Marketplace

Efficient • Transparent • Inclusive



ABOUT IICA

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

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

OVERVIEW

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

"GeM has harnessed digital capabilities and has emerged as a one-stop-shop for procurement of all possible goods & services that may be required by Government buyers at various levels of administration".

Navigating Procurement via Government e Marketplace (GeM) is crucial for any organization in 2026

It connects more than 1.6 lakh government buyers with 23 lakh sellers and service providers. In terms of categories, nearly 12,000 product categories and 320 service categories enable the procurement of different goods and services.

Micro and small enterprises are getting major business from public procurement portal GeM and they are expected to sell goods and services worth over USD 20 billion by the end of this fiscal.

Since its inception in 2016, orders worth more than ₹13.4 lakh crore have been transacted on the GeM portal.

GeM has streamlined Government procurement into a unified platform used by a nationwide network of sellers and service providers.

Hence, intensive training on "Navigating Procurement via Government e Marketplace (GeM), Strategic Contracts (including EPC) - Dispute Resolution & Risk Mitigation" should be a vital part of any business plan / buying plan in 2026, as procurement impacts everything from customer satisfaction and product quality to cash flows and profitability. With supply chains becoming more complex and constrained, leveraging critical skills is essential for success in today's business landscape.

Key Stakeholders of GeM

Buyers

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

Sellers

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

The program outline covers the essential aspects of operating and handling the GeM web portal for both buyers and sellers, including floating tenders, evaluation, award, and advanced features as well as Recent Guidelines & General Financial Rules (GFR) application w.r.t. GeM, its process flow, challenges & complexities. It also allows for a comprehensive understanding of the platform and hands-on practice to ensure participants are conversant with GeM operations.

Risk Management

It goes without saying that risk management is an essential component of procurement training. In today's challenging business environment, procurement professionals must be equipped with the skills to identify, assess and mitigate the different types of risks that could impact their organizations. These include supply, price, financial, legal and safety risks.

We must take provisions to manage the following types of risks:-

- Supply Risk – the possibility of production line shutdown, failure to meet customer requirements, and/or other catastrophes due to the non-availability of certain goods or services at a particular time.
- Price Risk – the possibility that prices for goods or services could be adjusted to your organization's disadvantage.
- Financial Risk – your organization could possibly lose existing assets, future revenue, or potential income due to a financial or economic event or series of events. This risk category appears to be eminent.
- Legal Risk – the possibility that your organization could be a party to a lawsuit, particularly in which your organization has a lower-than-average probability of prevailing
- Safety Risk – the possibility that a person could be injured or killed or property damaged or destroyed.

Spend Management

Spend Management is a crucial skill for procurement professionals in today's business landscape. It involves the formulation and execution of an annual buying plan that includes forecasting demand for different categories of products and services, assessing the market for each commodity, determining the method for procuring each commodity and identify the resources needed for successful procurement.

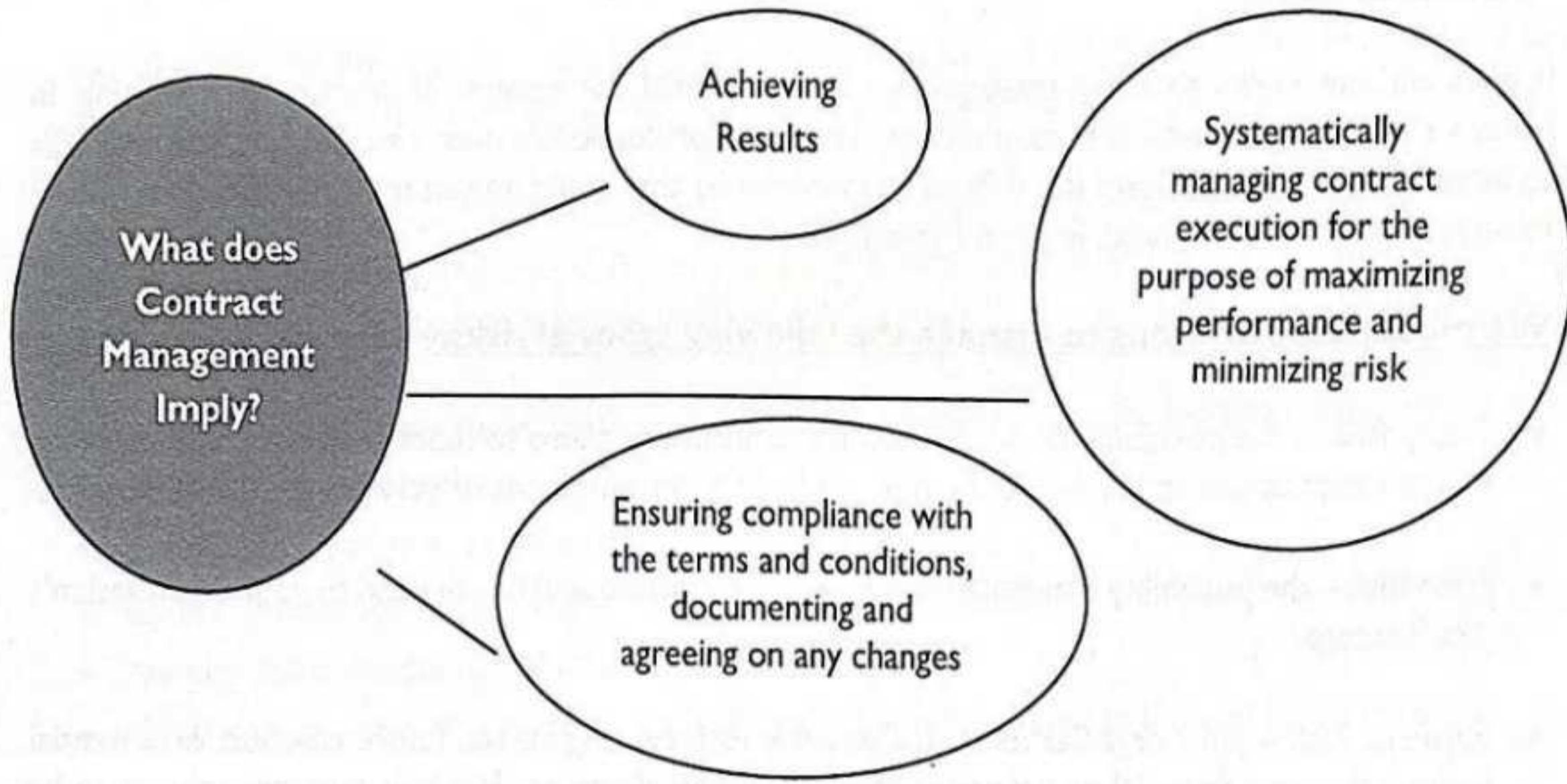
Decisions around Supplier Selection

Decisions around supplier selection are a critical aspect of procurement, with a significant impact on an organization's bottom line. Procurement professionals must possess the skills to assess the suitability of potential suppliers, evaluate their capabilities and reliability and negotiate contracts that align with organizational goals. Not having a robust strategy for supplier selection can result in suboptimal business outcomes, including delivery delays, increased costs, and quality issues.

Thus, procurement training is vital. It equips professionals with skills to understand and anticipate customer needs. This enables them to source and acquire goods and services that meet requirements.

What does Contract Management Imply?

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



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Commercial contracts form the backbone of business transactions and partnerships, playing a pivotal role in defining the terms, obligations, and rights of parties involved. Drafting, negotiating, and enforcing these contracts are crucial aspects of any successful business venture. In the ever-evolving global business landscape, keeping abreast of recent trends and best practices in the field of commercial contracts is essential for businesses and legal professionals.

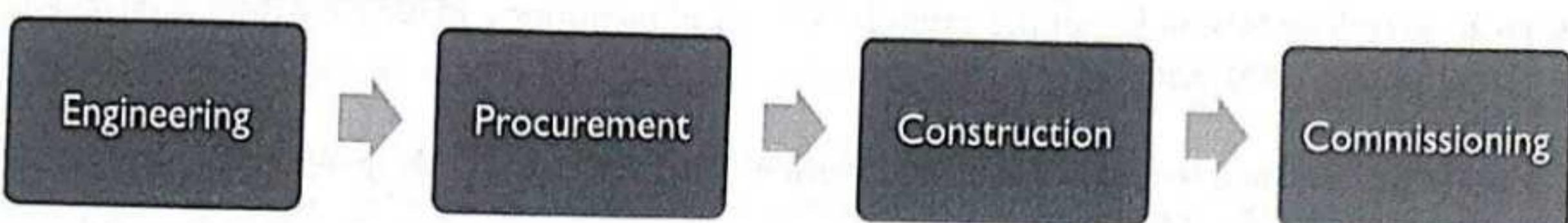
The said program also offers a unique opportunity to enhance contract management skills, stay current with the latest trends, and network with industry professionals

The understanding of the legal framework that controls the acquisition of goods and services by organizations, particularly those in the public sector, is referred to as contractual & legal expertise.

The year 2026 presents a unique opportunity for companies to upskill their procurement teams and enhance their abilities to navigate the complexities of Procurement via Government e Marketplace (GeM) and Strategic Commercial Contracts.

Engineering, Procurement and Construction (EPC) Contracts: Challenges and Project Milestone

An "Engineering, Procurement and Construction" or short EPC-Project is a particular form of contracting arrangement used in some industries where the EPC-Contractor is made responsible for all activities from design, procurement, construction, to commissioning and handover of the deliverables to the Owner.



In Engineering, procurement, and construction (EPC) contracts where the project involves supply, installation and commissioning of varied machines/equipment for establishing specialized maintenance/ information technology/communication/storage/overhauling facilities (with or without infrastructure) at one or more locations in the country. Such projects including up-gradation/ modernization of existing assets may be carried out on Turnkey Basis and may also include setting up of requisite specialized technical infrastructure. The scope of such projects is large and varied involving number of activities.

For all major EPC Projects, a Detailed Project Report is prepared laying down detailed scope of work involved, bill of material, cost estimates and time frames for project completion.

In case of termination of EPC Contract (which are applicable for Turnkey Projects where milestone payments are involved), the title of the partially built Goods shall be transferred to the BUYER , if the BUYER exercises discretion to take over partially built Goods.

Keeping the above imperatives in mind, it is important to discuss and understand following issues:-

- What happens when the project is delayed?
- In what circumstances can the works be suspended?
- What is the cost to the employer for suspending the contractor?
- What is the consequence of an event of Force Majeure?
- Can the employer or the contractor terminate the agreement for prolonged Force Majeure?
- Is the contractor entitled to an extension of time?
- Can the award be enforced against the assets of the other party effectively?
- How the contract provide a mechanism for variations to the works ("Variation")
- whether the contract contains provisions providing for cost escalations or Cost savings as a result of a variation.
- How the contract provide obligations on the contractor to provide regular construction progress reports to the employer
- How the reporting requirements and the timelines for reporting dovetail with obligations that the employer has to the lenders under the finance documents?
- How the nature of the site of the project is thoroughly analyzed by the employer's technical advisers and the lender's technical advisers?
- Are there access issues relating to the project site which indicate the likelihood of delay?
- To what extent are atmospheric, meteorological, topographical, hydrological, geological and subsurface conditions relevant to the particular project?
- How the local applicable laws and regulations been reviewed in relation to the project?
- What is the impact of a change in law relating to a cost escalation?

OBJECTIVES

- Gain an overall understanding of the essential aspects of operating and handling the Government e-Marketplace (GeM) web portal.
- To enable participants to adopt the best procurement practices for floating tenders, evaluation & award in all types of procurement.
- Provide users the speed and flexibility of e-commerce site in sourcing its requirement
- To drive efficiency, transparency and inclusivity in India's Public Procurement domain
- To have technology enabled dynamic, self-sustaining, user friendly, fair and transparent procurement system
- Identify and prevent common risks and inherent risks allocated between Seller and Purchaser and how these risks can be mitigated.
- Identify the document that becomes a legally enforceable part of a contract
- Determine the most appropriate form of agreement for a particular situation including Contract / Agreement towards Consultancy Services
- Reduce the risk of delaying a project by using contract negotiations.
- Understand how the importance of contracts will differ among international suppliers
- Participants will be exposed to the latest trends, real-world case studies & examples that can help in streamlining the procurement contract process.
- Participants will understand key elements of effective contract management and take their skill to the next level in implementing strategies for optimizing procurement contracts
- To develop confidence of Indian bidders
- To build & enhance trust between Government & Private Suppliers
- To address industry suppliers issue & challenges

WHO WILL ATTEND

- Responsible Officers / Officials / Asst. Secretary to Joint Secretary of Central Government Ministries / Departments / State Governments including its attached/subordinate offices, Central Public Sector Units (CPSUs) / PSUs and Autonomous Bodies.
- Head of Procurement, Purchasing & Supply Chain Leaders & Professionals
- Directors / Associated Directors / GM / DGM / Managers / Finance & Accounts Managers, Contract Managers, Procurement Managers, Category Managers, Business Development Managers, Operation Managers, Project Managers, Commercial Managers, Head of Sourcing, Auditors & Supply Controllers, Administrative Officers, Managers involved in Purchasing Operations in PSUs, Defence, Railways, CPWD, Health, Aviation, Telecom, Construction, Smart City Development Corporations and other Central & State Govt. Departments.
- Procurement Analyst, Divisional Head of Finance, Stores & Purchase / Logistics from Municipalities, Hospitals, School Boards & Academic Institutions, Deputy Registrar to Registrar from Self Financing Technical Institutes (SFTIs) / Universities,
- Corporate Legal Heads/General Counsels, Public service, utility managers, Executives and legal experts, Corporate Legal Advisors, Company Secretaries, Corporate Lawyers, Arbitrators & Mediators
- CEOs & CFOs, Finance Manager & Senior Professionals from Corporate houses, PSUs, Statutory / Autonomous Bodies
- National, Regional & Local Government Officials, Ministerial, State transport authorities, Commissioners of various Regulatory bodies, Decision Makers.
- Procurement Staff of bilateral and multilateral international organizations, international financial institutions, unilateral agencies, Embassies' etc.
- All Public Procurement Practitioners of National & International Agencies
- Project Directors & Procurement Staff of projects funded by National & International Financial Institutions: World Bank, Asian Development Bank, African Development Bank, European Development Bank, SIDBI & other development partners.
- Industries participating for Government / CPSE businesses
- Units of MSME and KVIC interested in Government businesses
- CA firms engaged in procurement audits

PROGRAM COVERAGE

Day - 1
(23 February, 2026 - Monday)

TIMINGS	SESSIONS
03:00 pm - 03:15 pm	Setting the Context & Welcome Remarks Introduction among the participants
03:15 PM - 06:00 PM	Overview of Government e-Marketplace & Registration Process <ul style="list-style-type: none">• Evolution of GeM• Legal and Regulatory Framework• Buyer Registration Process• Primary User Registration, Secondary User Registration• Buyer, Consignee, Indentor• DDO/PAO• Benefits to Buyer• Types of Procurement on GeM<ul style="list-style-type: none">◦ Direct Purchase Process◦ LI purchasing◦ Bid/ Bid to R.A.◦ P.A.C. Procurement◦ Custom Bid◦ Push Button Procurement• Workflow & Timeline of GeM Exploration of GeM functionalities <ul style="list-style-type: none">• Placement of Order for Goods• Receipt of Goods, accepting the Goods and issuing C.R.A.C. on the GeM portal• Procedure for Payment and Payment initiation in GeM• Creation and finalisation of Bid and Reverse Auction on the GeM portal• Placement of Order for Services with terms and conditions• Incident Management, Buyer/Seller Ratings• Buyer's Perspective<ul style="list-style-type: none">◦ Registration process for buyers on GeM◦ Navigating the buyer dashboard

Day - 2
(24 February, 2026 - Tuesday)

TIMINGS	SESSIONS
	Exploring categories and products available on GeM <ul style="list-style-type: none"> • Modifications in Available Category • Category creation Floating Tenders on GeM <ul style="list-style-type: none"> • Types of tenders on GeM (Single packet bid / two packet bid) • Understanding tender documents and specifications • Creating and publishing tenders • Creation and Finalization of Bid and Reverse Auction on the GeM Portal
10:00 AM - 01:00 PM	Preparation of Customized bid <ul style="list-style-type: none"> • Template for customized bid • BOQ, Terms & Conditions Between Buyers and Sellers, Payment Terms • Bid Evaluation / Qualifying Criteria Evaluation and Award of Contracts Tender Evaluation <ul style="list-style-type: none"> • Criteria for bid evaluation • Price reasonability and discovery • Reverse Auction on Gem Portal Award of Contracts <ul style="list-style-type: none"> • Contract management on GeM • Handling disputes and grievances • Raising Incident In Case Of Dispute
01:00 PM - 02:00 PM	Lunch
02:00 PM - 05:30 PM	Seller's Perspective <ul style="list-style-type: none"> • Registration process for sellers on GeM • Creating and managing seller profile • Uploading products/services on GeM • Vendor onboarding & assessment New features on GeM <ul style="list-style-type: none"> • Single packet bid • Unworkable LI • Transfer of Bids • Draft Bid duration • Item-wise evaluation of services • Make in India (MII) for Services • Option of fund blocking for service orders - G.P.A. & P.F.M.S. • Minimum floor price for minimum wage-based Manpower outsourcing service.

Day - 2
(24 February, 2026 - Tuesday)

TIMINGS	SESSIONS
10:00 AM - 01:00 PM	<p>Exploring categories and products available on GeM</p> <ul style="list-style-type: none"> • Modifications in Available Category • Category creation <p>Floating Tenders on GeM</p> <ul style="list-style-type: none"> • Types of tenders on GeM (Single packet bid / two packet bid) • Understanding tender documents and specifications • Creating and publishing tenders • Creation and Finalization of Bid and Reverse Auction on the GeM Portal <p>Preparation of Customized bid</p> <ul style="list-style-type: none"> • Template for customized bid • BOQ, Terms & Conditions Between Buyers and Sellers, Payment Terms • Bid Evaluation / Qualifying Criteria <p>Evaluation and Award of Contracts</p> <p>Tender Evaluation</p> <ul style="list-style-type: none"> • Criteria for bid evaluation • Price reasonability and discovery • Reverse Auction on Gem Portal <p>Award of Contracts</p> <ul style="list-style-type: none"> • Contract management on GeM • Handling disputes and grievances • Raising Incident In Case Of Dispute
01:00 PM - 02:00 PM	Lunch
02:00 PM - 05:30 PM	<p>Seller's Perspective</p> <ul style="list-style-type: none"> • Registration process for sellers on GeM • Creating and managing seller profile • Uploading products/services on GeM • Vendor onboarding & assessment <p>New features on GeM</p> <ul style="list-style-type: none"> • Single packet bid • Unworkable LI • Transfer of Bids • Draft Bid duration • Item-wise evaluation of services • Make in India (MII) for Services • Option of fund blocking for service orders - G.P.A. & P.F.M.S. • Minimum floor price for minimum wage-based Manpower outsourcing service.

Day 1
(16 February, 2016 - Wednesday)

TIMINGS	SESSIONS
10:00 AM - 01:00 PM	<p>Procurement and execution of Contracts (Works)</p> <p>A) Contract management to works contracts</p> <ul style="list-style-type: none">1) Transition from Paper to Payment2) Managing the Works3) Conflict & Compliance <p>Way Forward: Contract Management to Work Contracts</p> <p>Joint Measurement Sheet</p> <p>Work Inspection Request / Checklist</p> <p>B) Specific procurement challenges in the EPC sector</p> <p>Procurement & Execution</p> <ul style="list-style-type: none">1) Procurement Funnel2) Execution & Contract Administration3) Closing & Quality Assurance <p>Way Forward: specific procurement challenges in the EPC Sector</p> <p>Quiz: 05 minutes</p> <p>Execution Strategy: The Way Forward</p> <p>C) Dispute resolution mechanism for works contracts</p> <p>Dispute Resolution</p> <ul style="list-style-type: none">1) Hierarchy of Resolution (Escalation Ladder)2) Common Triggers in Works Contracts3) The Evidence Trail (The Claim Game) <p>Way Forward: Dispute Resolution Mechanism</p> <p>Notice of Claim template or Dispute Risk Register</p> <p>D) Risk management in EPC projects</p> <p>Risk Management</p> <ul style="list-style-type: none">1) Risk Management Cycle2) Four Strategies of Risk Response.3) Operational vs Financial Risk <p>Way Forward: Risk Management in Construction Projects</p> <p>Outline: Construction Procurement & Execution</p> <p>E) Case studies and practical exercises</p> <ul style="list-style-type: none">1) Real Estate Projects: Scope Creep Trap2) Industrial / Mining Projects: The logistics & long lead challenge3) Infrastructure Projects: The Unforeseen Ground Conditions <p>Way Forward and Practical Exercises</p> <p>The Construction Execution Toolkit</p> <p>Essential Templates for Procurement & Contract Management</p>
01:00 PM - 02:00 PM	Lunch

	<p>Handling Complex and EPC Contracts</p> <p>A) Issues and challenges of EPC contracts Handling EPC Contracts: 1. The single point of responsibility. 2. The Design Procurement Overlap</p> <p>Way Forward: Issues and Challenges of EPC Contracts EPC Performance Guarantee- Checklist</p> <p>B) EPC objectives and functions: 1. Core Objectives: The Turnkey Promise 2. Essential Functions: The Engine of EPC</p> <p>Way Forward: EPC Objectives and Functions</p> <p>C) Why and When for construction works of large scale and complex infrastructure: 1. The Why: Strategic Drivers 2. The When: Determining the Right Moment</p> <p>Way Forward: Strategic Decision Making.</p> <p>D) EPC EPCM EPCI Turnkey 1. The Comparison Matrix 2. EPC vs EPCM</p> <p>Way Forward: Selecting the Right Model</p> <p>E) Overall challenges and risks: identifying known unknowns and unknown followed by case studies:</p> <p>Knowns, Unknowns & Reality 1. The Risk Spectrum 2. Case Study</p> <p>Way Forward: Identifying & Neutralizing Risk</p> <p>F) Insurance management: 1. The Big Three Policies 2. Critical Clauses for EPC Contracts 3. The Insurance Gap Challenge</p> <p>Way Forward: Insurance Management Minimum Insurance Requirements (MIR) Schedule</p> <p>G) Delays & Defects 1. Managing Delays 2. Managing Defects</p> <p>Way Forward: Delays and Defects</p> <p>H) Force Majeure and Termination 1. Force Majeure: The Act of God 2. Termination: The Ultimate Sanction</p> <p>Way Forward: Force Majeure and Termination Board Resolution: Adoption of Global Construction Standards</p> <p>I) Risk mitigation 1. The Mitigation Hierarchy 2. Technical Mitigation</p> <p>Way Forward: Risk Mitigation Weekly Risk Mitigation Action Plan</p> <p>J) Fixing of responsibility and accountability Responsibility & Accountability 1. The Single Point of Responsibility- Concept 2. The RACI Matrix: Defining Who 3. Financial Accountability</p>
	Wrap-up and Feedback, Closing remarks

METHODOLOGY

The methodology of the training program would be participative in nature. The sessions would be based on Frontal lectures, conceptual deliberations, case studies, and group exercises/discussions.

PROGRAMME FEE & VENUE

Training Venue	Toshali Sands, Puri Puri-Konark Marine Drive, Puri Odisha – 752002
Training Date	23 - 25 February, 2026
Residential Program Fee	INR 43,070/- (INR 36,500 + 18% GST) per participant
Non-Residential Program Fee	INR 27,730/- (INR 23,500 + 18% GST) per participant
▪ For Individual Nomination - No Discount is applicable	
▪ For Standard Group of min. 2 & upto 3 nominations from one organization - We will be offering a discount of 5% on Program Fee	
▪ For Prime Group of minimum 4 & above nominations from one organization - We will be offering a discount of 10% for the additional participants. (Example: in case of 6 nominations from one organization, 3 nominations will be eligible for 5% discount and additional 3 nominations will be eligible for 10% discount)	

- IICA's Residential Program Fee includes 3 nights' accommodation, Breakfast, Lunch & Dinner on Buffet set up, AM & PM Tea/Coffee.
- IICA's Non-Residential Program Fee includes Buffet Lunch, AM & PM Tea/Coffee.
- The above program fee does not include transfer to the hotel/venue and airport, local travel and air-travel.

IICA RESIDENTIAL PROGRAMME SCHEDULE

23 Feb, 2026 Day 1	24 Feb 2026 Day 2	25 Feb, 2026 Day 3	26 Feb, 2026
Arrival day- Check in from 01:00 pm onwards	Breakfast	Breakfast	Breakfast
	Forenoon sessions	Forenoon sessions	
Lunch (01:00pm-03:00pm)	Lunch (01:00pm-2:00pm)	Lunch (01:00pm-02:00pm)	Departure day- check out by 11:00 am
1/2 day post lunch sessions	Post Lunch sessions	Post Lunch sessions	
Dinner	Dinner	Dinner	

PAYMENT DETAILS

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

<p>02:00 PM - 05:30 PM</p>	<p>Handling Complex and EPC Contracts</p> <p>A) Issues and challenges of EPC contracts Handling EPC Contracts: 1. The single point of responsibility. 2. The Design Procurement Overlap</p> <p>Way Forward: Issues and Challenges of EPC Contracts EPC Performance Guarantee- Checklist</p> <p>B) EPC objectives and functions: 1. Core Objectives: The Turnkey Promise 2. Essential Functions: The Engine of EPC</p> <p>Way Forward: EPC Objectives and Functions</p> <p>C) Why and When for construction works of large scale and complex infrastructure: 1.The Why: Strategic Drivers 2.The When: Determining the Right Moment</p> <p>Way Forward: Strategic Decision Making.</p> <p>D) EPC EPCM EPCI Turnkey 1. The Comparison Matrix 2. EPC vs EPCM</p> <p>Way Forward: Selecting the Right Model</p> <p>E) Overall challenges and risks: identifying known unknowns and unknown followed by case studies:</p> <p>Knowns, Unknowns & Reality 1.The Risk Spectrum 2.Case Study</p> <p>Way Forward: Identifying & Neutralizing Risk</p> <p>F) Insurance management: 1.The Big Three Policies 2.Critical Clauses for EPC Contracts 3.The Insurance Gap Challenge</p> <p>Way Forward: Insurance Management Minimum Insurance Requirements (MIR) Schedule</p> <p>G) Delays & Defects 1. Managing Delays 2. Managing Defects</p> <p>Way Forward: Delays and Defects</p> <p>H) Force Majeure and Termination 1. Force Majeure: The Act of God 2. Termination: The Ultimate Sanction</p> <p>Way Forward: Force Majeure and Termination Board Resolution: Adoption of Global Construction Standards</p> <p>I) Risk mitigation 1. The Mitigation Hierarchy 2. Technical Mitigation</p> <p>Way Forward: Risk Mitigation Weekly Risk Mitigation Action Plan</p> <p>J) Fixing of responsibility and accountability Responsibility & Accountability 1. The Single Point of Responsibility- Concept 2. The RACI Matrix: Defining Who 3. Financial Accountability</p> <p>Wrap-up and Feedback, Closing remarks</p>
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GENERAL INSTRUCTIONS

- Due to a limited number of seats, it is recommended to send the nominations at the earliest, for ensuring availability.
- Acceptance of the nominations is subject to the seat availability and receipt of the programme fee latest by the last date for nominations.
- The program fee once deposited is non-refundable, however, substitutions are allowed.
- IICA shall not bear any charges towards participants to & fro travel from their residence / place of stay and the training venue. All participants shall make their own arrangement to reach the training venue on time as per the program schedule.
- IICA will not provide boarding and lodging before and after the dates of the programme. Participants planning to stay longer than the scheduled duration should arrange the same at their own cost.
- The participants shall be awarded a Certificate of Participation on successful completion of the programme.
- Participants are requested to assure their health and safety during the training period and IICA will not be liable for medical expenses incurred by the participants during the program
- The program is subject to alterations/cancellations/changes etc. at the sole discretion of Indian Institute of Corporate Affairs.

DRDO, Research & Development Establishment (Engrs.)	High Energy Material Research Laboratory, DRDO	Petroleum and Natural Gas Regulatory Board (PNGRB)
Engine Factory Avadi	Yantra India Limited	Agency for New and Renewable Energy Research & Technology - ANERT, Kerala
Defence Food Research Laboratory	NTPC Ltd.	Telecom Regulatory Authority of India (TRAI)
Central U.P GAS Limited	HINCOL	Central Silk Board, Ministry of Textiles
Department of Science & Technology	Centre for Engineering & Technology (CET), Steel Authority of India Ltd.	Central Information Commission
Pension Fund Regulatory & Development Authority (PFRDA)	Numaligarh Refinery Ltd.	Ramagundam Fertilizers and Chemicals Limited (RFCL)
National Cooperative Dairy Federation of India Limited (NCDFI)	Ministry of Finance, Department of Expenditure	Inland Waterways Authority of India
Pharmacopoeia Commission for Indian Medicine & Homoeopathy, Ministry of Ayush	Grid Controller of India Limited	Railway Board
Gujarat Maritime Board	Delhi Metro Rail Corporation Ltd.	Assam Industrial Development Corporation Limited
Udupi Cochin Shipyard Limited	National Institute of Rock Mechanics (NIRM)	Power Development Department (PDD), Ladakh
THDC India Ltd.	SEWA-THDC	Horticulture Department, Sikkim
National Commission for Safai Karamcharis	Assam Administrative Staff College	Directorate of Industries, Uttarakhand
Agriculture Production Department, J&K	Chief Animal Husbandry Office, Leh	Directorate of Industries, Bhopal (M.P)
Directorate of Horticulture Department, Leh	Public Health Engineering / Irrigation & Flood Control (PHE/I&FC) Department, Ladakh	

PROGRAM DIRECTOR & FACILITATOR



Mr. Rajesh Batra
Head-Centre for MSME

Indian Institute of Corporate Affairs
(Ministry of Corporate Affairs)

Rajesh currently works as Head of the Centre for Micro, Small and Medium Enterprises (MSMEs). Rajesh has held this position since 2014 with additional responsibilities including Chief Administrative Officer (CAO), Nodal Officer Projects – National CSR Award & Corporate Data Management (CDM) as well as Chairperson of various Committees such as Internal Monitoring Committee (IMC) and Tender Evaluation Committee (TEC) for all projects at Indian Institute of Corporate Affairs (IICA). Additionally, Rajesh has also worked as Head – Institutional Partnership and Corporate Communication (IP&CC).

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

Over the last 30 years, he has worked in different verticals / domains including 18 years of operational experience in public sector financial organization i.e. The National Small Industries Corporation Limited (NSIC) & Indian Institute of Corporate Affairs (IICA), established by Ministry of Finance & Corporate Affairs, extensively in the Policy development work, Business Strategy, Project Management, Programme management, Procurement / Supply Chain Management (SCM), Business development, working capital management, regulatory risk and rationalizing the business and financial structure as well as in areas such as promotion, development and financing of Micro, Small and Medium Enterprises, SME competitiveness enhancement and institutional strengthening.

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

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

Rajesh has done his masters in commerce and postgraduate management courses in the areas of Foreign Trade and Marketing. Currently, Rajesh is working very closely with the industry and with different GOI offices at the Ministry level, State bodies, industry associations/chambers of commerce, entrepreneurship development institutes, SMEs, national and international supporting partners and banks/financial institutions to ensure capacity building at both ends: at the government level as well as at the industries. He gets invited to speak and chair sessions by organizations such as Ministry of MSME and its constituent institutions, Industry Associations and other leading International Institutions in India and overseas.

Before joining IICA – an autonomous institution under the Administrative Control of Ministry of Corporate Affairs, Government of India, Rajesh worked as Deputy General Manager (Heading up SMEs Government Purchase Division, SMEs Marketing & Business Development Division, SMEs Exhibition Division, SMEs training / incubation centres (TICs) on PPP mode with India's apex SME development organization – The National Small Industries Corporation Ltd. (NSIC) – The Premier Mini – Ratna Government of India Enterprise under Ministry of Micro, Small & Medium Enterprises.



CONTACT

PROGRAMME DIRECTOR

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Head-Centre for MSME
Indian Institute of Corporate Affairs

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Phone: 9871417394, 8595690458

PROGRAMME COORDINATOR

Mr. Nitin Wahi,
Consultant
Indian Institute of Corporate Affairs

E-mail: cmsme.iica@gmail.com
Phone: 9818891007

**INDIAN INSTITUTE OF CORPORATE AFFAIRS
(CENTRE FOR MSME)**

REGISTRATION FORM

Three Day Capacity Building Program (50th Edition)

on

**“Navigating Procurement via Government e Marketplace (GeM),
Strategic Contracts (including EPC) - Dispute Resolution & Risk Mitigation”**

23 - 25 February, 2026 - Toshali Sands, Puri (Odisha)

	Name	Designation	Organization	Contact no.	E-mail ID
Attendee 1					
Attendee 2					
Attendee 3					
Attendee 4					

Note: Separate sheet/column may be added if the numbers of participants are increased.

Complete address of organization	GST No.	PAN NO.

Registration & Program Charges

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Payment Details

NEFT/DD		Amount	
Transaction ID		Date	

Bank Account Details:-

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PROGRAMME DIRECTOR	PROGRAMME COORDINATOR
<p>Mr. Rajesh Batra, Head-Centre for MSME Indian Institute of Corporate Affairs</p> <p>E-mail: rajesh.batra@iica.in Phone: 9871417394 , 8595690458</p>	<p>Mr. Nitin Wahi, Consultant Indian Institute of Corporate Affairs</p> <p>E-mail: cmsme.iica@gmail.com Phone: 9818891007</p>

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