

TOGETHER WE SOAR

The Power of Synergy

When individuals unite with purpose,
they rise higher than any could alone.

One Vision · One Direction · One Force



CSIR India

COUNCIL OF SCIENTIFIC AND INDUSTRIAL RESEARCH

A FRAMEWORK FOR COORDINATED, TRANSPARENT & EFFICIENT PROCUREMENT

Stores & Purchase Conclave 2026 | CSIR -HRDC | Ghaziabad

AGENDA

01 Overview of CSIR Public Procurement Framework

02 Internal Departmental Synergy

03 HQ ↔ Labs Coordination

04 Government & Policy Synergy (GeM, MSME, GFR)

05 Financial Propriety & Accountability

06 Five Pillars of Procurement Synergy

CSIR PUBLIC PROCUREMENT — OVERVIEW

What is CSIR Procurement?

CSIR (Council of Scientific and Industrial Research) is India's largest R&D organisation with 37+ national laboratories.

The Stores & Purchase Division (SPD) in each lab leads procurement across the entire CSIR network.

Mission: "Ease of Doing Procurement for Ease of Doing Science."

Key Mandates

Government Financial Rules (GFR) 2017 & 2025

GeM (Government e-Marketplace) portal compliance

Make in India & MSE procurement targets

Central Vigilance Commission (CVC) guidelines

Transparency, competition & value for money

01 — INTERNAL DEPARTMENTAL SYNERGY

Finance & Accounts (F&AO)

Budget clearance, concurrent audit, payments, CAG

Purchase Committees

Multi-disciplinary evaluation panel

STORES & PURCHASE DIVISION (SPD)

Admin and Establishment

HR Support , Participation in Decision Making
Compliance advisory, CVC oversight

User / R&D Departments

Technical specifications, need assessment

02 — HQ ↔ LABS COORDINATION

CSIR HQ (Stores & Purchase Division)

Global Tender Enquiries (GTE)

Vehicle procurement

Premature condemnation

Physical verification

Write-off & loss cases

Policy & inter-ministry liaison



*Two-way
Coordination*

37+ CSIR Labs & Institutes

Policy & Procedure related queries

Outstanding GeM Payments

Periodic and specific IEM Meetings

Complaints and other GeM related Incidents and responses

Annual physical stock verification Reports

Various other Reports to HQ from time to time

03 — GOVERNMENT & POLICY SYNERGY

Ministry of Finance / Dept. of Expenditure

GFR oversight, financial controls

GeM (Govt. e-Marketplace)

Mandatory GeMAR&PTS for all tenders; digital procurement portal

NITI Aayog

Policy direction, reform mandates for scientific procurement

MSME & DPIIT

MSE 25% procurement target; Make in India compliance

Cabinet Secretariat / PSA Office

Common procurement issues, GOI policy alignment

DGFT & Customs

Import procedures for lab equipment & materials

NIC / CPPP

Central Public Procurement Portal for tender publication

Central Vigilance Commission

Integrity, anti-corruption, procurement guidelines

04 — GeM & MSME COMPLIANCE SYNERGY

GeM — Govt e-Marketplace

- GeMAR&PTS mandatory for ALL tenders without exception
- Required for Direct Purchase, Limited Tender & Open Bids
- Real-time price transparency & market benchmarking
- Digital audit trail for every procurement transaction
- Reduces manual paperwork; improves speed
- GeM Availability Report generated before any purchase

MSME — Make in India

- 25% of annual procurement must be from MSEs
- 3% sub-target reserved for SC/ST owned enterprises
- MSE within L1+15% /20% price band can get full order or Split Order
- Reported in CSIR Annual Report every year
- Coordinate with MSME authorities for compliance
- Exemption from EMD for registered MSEs

05 — FINANCIAL PROPRIETY & ACCOUNTABILITY

Standards of Financial Propriety

Every officer must be guided by high standards when incurring public expenditure, ensuring all financial rules are followed by their office and subordinate officers.

Budget Discipline

Procurement aligned to sanctioned budget heads. No expenditure without prior financial concurrence from Finance & Accounts.

Transparency in Tendering

Open tenders published on CPPP/GeM with equal access for all eligible vendors. Deviations require documented justification.

Purchase Committee Oversight

Multi-member committee evaluates all significant procurements to prevent unilateral decisions and conflict of interest.

Audit & Vigilance

Concurrent internal audit by Finance. CVC guidelines followed. Annual reports submitted on procurement performance.

Joint Procurement (Emerging)

Pool high-cost items across labs (like cryogenic coolers, GCs, HPLCs, etc.) — similar to EU Joint Procurement Agreements — for economies of scale.

THE FIVE PILLARS OF PROCUREMENT SYNERGY

I

Intra-CSIR
Coordination

SPD · Finance · Legal
Vigilance · Scientists

II

HQ ↔ Labs
Coordination

CSIR HQ &
37+ Labs / Institutes

III

Government
Alignment

MOF · MSME · DPIIT
NITI Aayog · GeM

IV

Policy
Compliance

Make in India · MSE
GFR · CVC Guidelines






V

Transparency
& Audit

CVO · Audit Trails
CPPP · GeM Portal

Effective procurement requires ALL FIVE pillars to operate in unison.

SOLUTIONS & SUPPORTING CASE STUDIES — AT A GLANCE

Solution 1	Unified Digital Platform	 GeM India — 3 Cr+ orders, ₹1.15L Cr savings; TCS GeM 3.0 transformation
Solution 2	Joint Procurement	 NTPC GeM Reverse Auction — ₹2,000 Cr saved on ₹20,000 Cr contract; EU JPA COVID vaccines
Solution 3	Capacity Building	 CSIR-CCMB/GFR 2025 Reform — Scientist reports months of delay saved after policy change
Solution 4	Policy & Compliance Reform	 UP State GeM Mandate — uniform adoption cuts cycle time from 34 to 24 days
Solution 5	Transparency & Accountability	 World Bank GeM Study — median price saving of 9.75%; 33–96% savings on select categories

SOLUTION 1 — UNIFIED DIGITAL PLATFORM

📄 CASE STUDY: GeM India & TCS GeM 3.0 Transformation

GeM India — Key Outcomes

₹15 Lakh Cr+ total orders since inception (3 Cr+ transactions)

₹5.43L Cr record procurement in FY 2024–25 alone

1.6L+ buyers across central ministries, states, PSUs on one platform

23.5L sellers including MSMEs, startups, SHGs, women entrepreneurs

34→24 days tender cycle time reduced after digitisation

₹1.15L Cr estimated savings for taxpayers (World Bank study)

Lesson for CSIR

- TCS is rebuilding GeM as a cloud-native, open-API, multi-tenancy platform — CSIR should follow the same architecture for scalability.
- Centralised data lakes + BI dashboards gave GeM real-time procurement insights — CSIR can replicate for pan-lab spend visibility.
- GeM's auto-price benchmarking prevented overbilling — CSIR's integrated system can flag above-market quotes automatically.
- GeMAR&PTS auto-generation eliminated manual steps — CSIR should mandate API integration between lab systems and GeM.
- User-centric design drove adoption — CSIR portal must be mobile-friendly and available in Hindi .

SOLUTION 2 — JOINT PROCUREMENT & DEMAND AGGREGATION

📄 CASE STUDY: NTPC: GeM Reverse Auction

NTPC — ₹2,000 Cr Saved via GeM Reverse Auction

Contract Value:

₹20,000 crore procurement via GeM reverse auction

Savings:

₹2,000 crore saved through competitive price discovery

Mechanism:

Open reverse auction on GeM: sellers bid prices down in real-time

Outcome:

Transparent, documented, auditable — zero scope for manual intervention

CSIR Parallel:

Labs buying common chemicals, consumables & IT equipment can use consolidated GeM bids to achieve similar 10–15% savings

📄 CASE STUDY: EU Joint Procurement Agreement (JPA)

EU JPA — 38 Nations, Billions in Joint Vaccine Procurement

Mechanism:

Joint Procurement Agreement signed by 38 countries — voluntary, flexible, no minimum order obligation

Scale:

2 billion+ COVID vaccine doses secured from 7 manufacturers; ₹13L Cr equivalent

Benefit:

Prevented 'vaccine scramble' among EU members; leveraged collective bargaining power

Key Lesson:

Pooling demand for scarce/high-cost items eliminates wasteful competition and drives better terms

CSIR Apply:

A CSIR JPA-style Rate Contract mechanism for various Chemicals, Consumables or even Capital Equipments

SOLUTION 3 — CAPACITY BUILDING & GFR 2025 REFORM

📄 CASE STUDY: CSIR-CCMB / Indian Scientific Community — GFR 2025 Policy Reform Experience

Background: The 3G Problem

GFR, GeM, and GTE — the three pillars of procurement — had become the biggest bottlenecks in Indian science. Scientists at CSIR-CCMB (Hyderabad) and peers across IITs, TIFR, and CSIR labs reported months-long procurement delays for specialised instruments due to rigid GeM mandates, outdated financial caps, and labyrinthine GTE approvals. Ironically, rules designed to ensure accountability were ensuring mediocrity through delay.

Before Reform

- Direct purchase cap: ₹1,00,000 (inadequate for even a single reagent)
- LPC required above ₹25,000 under Rule 155 — extra bureaucratic layer
- GTE mandatory for all above ₹50L — months of wait time
- Scientists reported grant fund under-utilisation due to procurement delays

GFR 2025 Reform

- Direct purchase limit raised to ₹2,00,000 for scientific labs
- LPC Threshold raised to Rs.25 Lakhs for R&D bodies
- Fast-track GTE exemption provisions for specialised instruments
- Science Ministry gets special GFR provisions aligned to R&D needs

CSIR Capacity Lesson

- Officers must be trained on new GFR 2025 thresholds immediately
- SOPs must be rewritten to reflect raised financial powers
- Procurement SOP library must become a 'living document' updated in real time
- Cross-lab forums: share how labs successfully applied new provisions

Key Takeaway: Administrative reforms WITHOUT officer training produce zero real-world impact. Capacity building must accompany every policy change.

SOLUTION 4 — POLICY & COMPLIANCE REFORM

📄 CASE STUDY: Uttar Pradesh: Mandatory GeM Adoption

Uttar Pradesh — Making GeM Mandatory Works

Approach:

UP made GeM mandatory for ALL state procurement — not optional like other states

Result:

Standardised procurement processes, reduced corruption, better price transparency

Cycle Time:

Tender cycle time dropped from 34 days to 24 days after full GeM adoption

Now:

UP model is being promoted by Centre to all states as best practice

CSIR Apply:

HQ should issue a mandatory directive: ALL labs must use GeM for every category where available — no exceptions, no parallel systems

📄 CASE STUDY: MSE 38% Achievement on GeM (National)

MSE 38% Share — Exceeding the 25% Mandate on GeM

Target:

Government mandated 25% of all procurement from MSEs

Achieved:

GeM reached 38% MSE share — far exceeding the mandate

Women:

₹50,000 Cr orders to 1.81L Udyam-verified women entrepreneurs

Startups:

30,000+ startups transacted ₹38,500 Cr via GeM Startup Runway

CSIR Apply:

CSIR should build a dedicated MSME vendor outreach programme — Buyer-Seller Meets — to ensure labs meet or exceed the 25% target consistently

SOLUTION 5 — TRANSPARENCY & ACCOUNTABILITY

📄 CASE STUDY: World Bank Independent Evaluation of GeM + IIT Delhi Quality Audit Programme

9.75%

Median price saving
(World Bank study)

33–96%

Savings range across
order size categories

₹30K Cr

Annual public expenditure
saved via GeM

₹2,000 Cr

NTPC savings via
single GeM reverse auction

World Bank Independent Study — GeM Transparency Impact

- Buyers on GeM save a median 9.75% on purchase price vs. traditional methods
- Estimated ₹1.15 lakh crore in cumulative savings for public funds
- Automated price benchmarking and real-time competitive data reduce overpayment
- Vendor ratings and fulfilment records create natural accountability
- Product quality audits commissioned by IIT Delhi to ensure standards are met

Lessons for CSIR Transparency Mechanisms

- Publish CSIR quarterly procurement data (anonymised) on the website — independent verification builds trust
- Adopt GeM's vendor rating model: post-delivery ratings + dispute history + fulfilment metrics
- Mandate third-party quality audits (like IIT Delhi for GeM) for high-value CSIR procurements
- Automated audit trail must flag deviations.
- Annual Procurement Performance Report per lab — outcome vs. target, corrective actions, public-facing

COMPARATIVE CASE STUDY SUMMARY

Solution	Case Study	Key Result	CSIR Takeaway
Digital Platform	GeM India / TCS GeM 3.0	₹5.43L Cr annual GMV; 34→24 day cycle; ₹1.15L Cr savings	Pan-CSIR ERP with GeM API integration + real-time dashboards
Joint Procurement	NTPC GeM Reverse Auction	₹2,000 Cr saved on ₹20,000 Cr contract via competitive bidding	Pooled tenders for common consumables & high-value equipment
Joint Procurement	EU JPA — COVID Vaccines	2 Bn+ doses secured; 'vaccine scramble' avoided; collective bargaining	CSIR Rate Contract mechanism for Consumables & Capital equipment
Capacity Building	CSIR-CCMB + GFR 2025	Procurement delays cut after policy reform + rules update	Mandatory training on new GFR 2025 thresholds for all labs
Policy Reform	UP State — Mandatory GeM	Cycle time: 34→24 days; standardised process, reduced corruption	HQ directive: mandatory GeM-first policy for all CSIR labs
Transparency	World Bank GeM Evaluation	9.75% median savings; ₹30,000 Cr/yr saved; IIT Delhi quality audits	Open data portal + vendor ratings + independent annual audit

Micro/Lab level Synergy



BANKS: Financial Institution Synergy

“ Seamless banking coordination ensures liquidity, trust and operational continuity ”

Focus Area	Current Concern	Probable Solution
Letter of Credit (LC)	⚠️ Delayed LC opening due to incomplete documents or bank queries	✓ Maintain a pre-checked LC checklist; assign a dedicated bank liaison officer
LC Opening	⚠️ Lack of active co-operation from Bank	✓ Flexibility to Labs to open LC from a Bank of their choice without prior approval of CSIR HQ
Delays in Issuing Mandatory Docs	⚠️ Banks take a lot of time in issuing DO / BRO / GR Waivers	✓ Sensitising Banks through regular meetings and provision of a dedicated relationship manager
Reconciliation	⚠️ Mismatch in bank statements and internal ledger causing audit queries	✓ Daily automated reconciliation; monthly joint review meetings. Providing complete Cost Memo after discharging import bills of LCs



Vendors

Supply Chain Partner Synergy

“ Vendor alignment on quality, timelines and documentation is the backbone of delivery ”

Focus Area	Current Concern	Probable Solution
Lack of Vendors	⚠ Insufficient Number of Vendors for Scientific Equipments Poorly framed technical specifications	✓ A Category wise Common Vendor List can be collected by the Software in use
Technical specifications	⚠ Poorly Framed Technical Specifications	✓ Structured Pre-Bid Meetings should be held invariably
Language of the Tender Document	⚠ Complex Tender Language reduces chances of participation	✓ Simplification of Tender Language and use of Standard Templates
Multiple Budgetary Quotes	⚠ Only One Budgetary Quote is taken	✓ Minimum Two Budgetary Quotes for Non-PAC Purchases
LD Imposition	⚠ Frequent disputes regarding deduction of LD charges	✓ Better understanding of causes of delays; intimation to Vendors and opportunity to present their situation prior to imposition of LD



Vendors

Supply Chain Partner Synergy

“ Vendor alignment on quality, timelines and documentation is the backbone of delivery ”

Focus Area	Current Concern	Probable Solution
Bid Cartelization	⚠ Leads to Vigilance/Audit Issues	✓ There should be detailed guidelines and strict action on firms doing this practice
EMD / PBG Submission	⚠ Vendors claim exemptions based on faulty documents leading to summary rejection of bids	✓ Regular Vendor Sensitisation Workshops to be organised
Invoice Processing	⚠ Invoice disputes and payment delays straining vendor relationships	✓ SOP for timely processing of bills and intimation of the same to Vendors
Compliance & MSE	⚠ Non-compliance with GeM / MSME norms and GST requirements	✓ Vendor onboarding checklist covering GST, MSME, PAN and GeM registration
Lack of After Sales Support	⚠ The Indian Counterparts are not competent	✓ Encouraging Indigenous manufacturing through vendor development initiatives



GeM / CPPP

Government e-Marketplace & Central Procurement Synergy

“ Disciplined engagement with public procurement portals ensures transparency and value ”

Focus Area	Current Concern	Probable Solution
Lack of Flexibility	⚠ Restrictions on Custom / BOQ bidding for complex scientific procurements	✓ GeM authorities may be sensitised regarding complex R&D purchases of CSIR Labs
Quality Product Restrictions	⚠ Almost impossible to buy good quality branded items like ACs, PCs, UPS, etc.	✓ Provision for purchase of branded items from a group of reputed brands
Price Benchmarking	⚠ Pricing on GeM found non-competitive, leading to L1 failure	✓ Regular market analysis; update GeM catalog prices quarterly with cost justification
Order Execution	⚠ Delays in order acceptance, delivery and upload of proof of delivery;Lack of proper after sales support	✓ Designate a GeM nodal officer; automate order status updates and delivery acknowledgments
Help Desk	⚠ Ineffective Help Desk	✓ Communication with GeM to be more personalised with a single point helpline for CSIR
Forward Auction / Disposal	⚠ Deviations from conventional disposal rules	✓ Disposal of goods through GeM may be incorporated in the S&P Manual



GeM / CPPP

Government e-Marketplace & Central Procurement Synergy

“ Disciplined engagement with public procurement portals ensures transparency and value ”

Focus Area	Current Concern	Probable Solution
Pre-Bid Facility	⚠ It is not possible to revise and upload specifications after the PBC	✓ GeM authorities may be requested to provide this facility
Life Cycle Costing Evaluation	⚠ There is lack of provision for LCC Evaluation	✓ GeM authorities may be requested to provide the same
Price Ambiguity	⚠ Abnormally Low Prices, Huge Price difference for same items	✓ There should be some limited range of prices for same items
Price Reasonability Tools	⚠ Empty Price Trend/Transaction History Tools	✓ These should be made mandatory for uploaded products
P.O Amendment facility	⚠ Not Available	✓ Must be made available to ease buying upgraded items
Red Flagging of Buyers	⚠ Suppliers decline Orders recklessly	✓ This privilege should not be available to sellers



Customs Authority

Import / Export Clearance Synergy

“ Accurate documentation and proactive coordination with Customs prevents costly delays ”

Focus Area	Current Concern	Probable Solution
Bill of Entry (BOE)	⚠ Late filing of BOE attracts demurrage and detention charges	✓ File advance BOE before vessel arrival; share pre-arrival documents digitally
CHA Issues	⚠ Documentation delays and errors by Customs House Agents	✓ Engage competent CHA at PAN India level with facility to provide live tracking of shipments
CHA Contracts	⚠ Several Labs do not have significant volumes of imports to negotiate individual contracts	✓ Adoption of Sister Lab CHA contracts may be permitted as and where feasible
Duty & Exemptions	⚠ Non-availing of eligible duty exemptions under project imports or end-use	✓ Pre-import duty planning; file for exemption certificates well in advance

Oversight & Accountability

CVC - Central Vigilance Commission

CAG - Comptroller & Auditor General/Internal Audit



Vigilance

Integrity-first procurement culture reduces vigilance risk and builds institutional trust

Focus Area	Current Concern	Solution
Procurement Process	⚠ Perception of favouritism or non-transparent vendor selection process	✓ Strict adherence to GFR / CVC guidelines; Recording Reasons and Justifications where ever necessary Mandatory e-office noting for all procurement decisions.
PAC Purchases	⚠ Objections on Single Tender/PAC Cases	✓ Expression of Interests should be initiated prior to processing PAC cases in any F.Y
Complaint Handling	⚠ Unaddressed complaints creating adverse vigilance references.Delays in Processing cases.	✓ Internal ombudsman channel; time-bound inquiry with documented closure
Morale Issues	⚠ Fear and Lack of motivation to take Bold decisions	✓ Differentiating Vigilance action from routine Procedural mistakes.



Audit

Proactive audit readiness transforms engagement from reactive to collaborative

Focus Area	Current Concern	Solution
Documentation	⚠ Missing files and contracts leading to adverse audit paras	✓ Document lifecycle management; mandatory digital archival with indexing
Action Taken Notes(ATN) Submission	⚠ Delayed Action Taken Notes against audit paras escalate to PAC	✓ Review ATN regularly with Lab level Committee.
Pre-Audit Readiness	⚠ Unprepared responses during audit leading to unfavourable observations	✓ Purchase Officials should be designated to labs for review of Major Files prior to Formal Audit
Financial Compliance	⚠ Irregular expenditure or savings not surrendered in time	✓ Monthly expenditure review against sanctions; proactive surrender of savings

Thanks