Eastern Coalfields Limited

(A subsidiary of Coal India Limited)

ECL

VIGILANCE AWARENESS CAMPAIGN 2026

Integrity | Transparency | Accountability

Hand Booklet of

DO'S & DON'Ts





Probity for Prosperity

Be Honest | Be Fair | Be Responsible | Build a Better Tomorrow

VIGILANCE AWARENESS WEEK 2026

Hand Booklet of
Do's & Don'ts

Published by :

VIGILANCE DEPARTMENT

EASTERN COALFIELDS LIMITED

(A Subsidiary of Coal India Limited)

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Do's & Don'ts

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FOREWORD

Preventive Vigilance is one of the most important pillars of good governance and an effective instrument for promoting integrity, transparency, accountability and ethical conduct in an organisation. In an organisation as operationally diverse and vital as Eastern Coalfields Limited (ECL), the adoption of sound work practices and adherence to established rules and procedures are essential to ensuring efficiency, fairness and public trust.

With this objective, the Vigilance Department of ECL has prepared this handbook, outlining practical **Do's and Don'ts** for employees in the discharge of their day-to-day official responsibilities. The guidelines aim to promote informed decision-making, strengthen procedural compliance, minimise avoidable errors and reinforce a culture of integrity at every level of the organisation.

I urge all employees of ECL to make effective use of this handbook as a ready reference and to imbibe its principles in their daily functioning. Every employee has a vital role to play in upholding probity, ensuring transparency in official dealings, safeguarding organisational resources and discharging assigned duties with fairness, diligence and accountability. A proactive approach to preventive vigilance not only helps reduce the scope for irregularities but also contributes to improved operational efficiency and institutional credibility.

It may, however, be noted that the guidelines contained in this handbook are illustrative and informative in nature and are intended to supplement, not substitute, the applicable rules, regulations, manuals, circulars and prescribed procedures. Employees should always refer to the relevant provisions and seek appropriate clarification wherever necessary. Suggestions, feedback and instances of inadvertent omissions

or errors in the handbook are welcome and may be brought to the notice of the Vigilance Department for necessary review and future improvement.

I am confident that this handbook will serve as a useful instrument for preventive and educative vigilance, fostering a work environment where **integrity is the norm, transparency is the practice, accountability is the responsibility and probity is the guiding principle**.

Let us collectively strive to strengthen the foundations of ethical governance and contribute towards a more transparent, efficient and corruption-free Eastern Coalfields Limited.

(Deepti Patel)
Chief Vigilance Officer



GENERAL

DO's (✓):

1. Maintain your image in public as an honest and impartial officer.
2. Your behaviour should be courteous in dealing with the people.
3. Be conversant with CIL Conduct, Discipline & Appeal rules 2021 and ensure that these rules are not infringed as amended time to time.
4. Be conversant with extant rules, regulations, circulars and orders.
5. Check cases/proposal at micro level to provide clear recommendations for appropriate and prompt decision by the competent authority.
6. Submit annual return of immovable and movable property in time as per CDA rules.
7. Be dispassionate while taking decisions so that no undue favour accrues to anyone.
8. Be careful to invariably put the date under your name & signature in all official documents.
9. Use your discretionary powers judiciously.
10. Record minutes immediately after the meeting.
11. Always get a verbal order approved in writing.
12. Eesure gender equality at the work place.

DON'Ts (✗):

1. Do not delay in processing files/proposals etc.
2. Do not forget to put a date under your name & signature.
3. Do not sanction a privilege to yourself.
4. Do not act in a manner prejudicial to the interests and image of the company.

5. Don't delay departmental inquiry in vigilance cases violating the existing instruction of CVC.
6. Don't exceed the powers delegated to you.
7. Do not relax rules unilaterally.
8. Avoid seeking/receiving case donations or advertisements from Contractors/Suppliers.
9. Do not allow business of money lending and raising of fund by any employee.
10. Do not allow sexual harassment of a woman employee.



BILL PASSING

DO's (✓) :

1. Do Verify Competent Financial Sanction (CFS): Ensure that every bill is backed by a valid administrative approval and financial sanction from the executive holding the designated powers under the PSU's Delegation of Powers (DoP).
2. Do Cross-Check against the PO/WO: Verify the bill details (rates, items, specifications, and delivery terms) strictly against the original Purchase Order (PO) or Work Order (WO).
3. Do Confirm Physical Receipt/Execution: Check for proper technical certifications such as a Goods Receipt Note (GRN) for materials or a Measurement Book (MB) / Job Completion Certificate (JCC) for service contracts signed by the executing department.
4. Do Check Budget Availability: Ensure that the expense is booked under the correct Account Head and that there is a sufficient unspent balance in the approved annual budget allocation.
5. Do Apply Statutory Deductions Appropriately: Correctly calculate and deduct Tax Deducted at Source (TDS) under Income Tax and GST acts, Labour Cess, retention money, and security deposits before releasing the net amount.
6. Do Reconcile Advances & Recoveries: Adjust any mobilization advances, material advances, or penalty recoveries (like Liquidated Damages for delays) from the running bill as per contract clauses.
7. Do Leverage ERP/Systems: Process entries cleanly via ERP software (like SAP or Oracle) and ensure that digital records are locked post-authorization to minimize manual manipulation
8. Do maintain Bill passing register: Bill passing register is to be maintained to avoid any tampering in the bill passed. Bill passing Register should contain authenticated Signature of Bill Passing Clerk and Bill Passing Officers. At the end of the F.Y each head of Bill passing register should be closed & signed by Area Finance Manager

DON'Ts (✕):

1. Don't Pass Time-Barred Bills: Do not process invoices presented past the contractually stipulated submission timeline unless proper approval for an extension or condonation from the competent authority is attached.
2. Don't Accept Split Bills to Evade DoP Limitations: Reject bills if a single transaction or job has been deliberately split into multiple small bills to bypass higher-level financial concurrence or tender criteria.
3. Don't Release Payments on Photocopies: Never process a claim based on duplicate or photocopied invoices. Always demand the Original Tax Invoice marked "Original for Buyer to prevent double payments.
4. Don't Deviate from Contractual Terms Dynamically: Do not condone variations in rates, taxes, or foreign exchange rates unless explicitly provisioned in a formal Amendment/Corrigendum to the contract.
5. Don't Release Retention Money Prematurely: Do not pass bills releasing bank guarantees or performance security deposits until the Defect Liability Period (DLP) or warranty period has expired and a clearance certificate is given by the project head.
6. Don't Override Negative Variances: Do not force-pass a bill if the ERP alerts you to a variance exceeding allowable tolerance thresholds (e.g., price or quantity variance) without formal approval for the deviation.
7. Don't Skip Verification of Bank Details: Never route payments to any bank account other than the one formally designated in the vendor master record and validated during vendor on boarding.



PROCUREMENT CONTRACT

DO's (✓):

1. Realistic Estimates: Estimated costs to be formulated using recent purchase orders or market surveys/budgetary offers etc.
2. Generic Specifications: Draft clear, unambiguous technical specifications without naming specific brands.
3. Inventory Verification: Check existing stock levels to avoid over-provisioning or redundant purchasing.
4. Indent/PR is duly concurred & approved.
5. Mode of procurement. Delivery terms, payment terms, evaluation methods and other applicable terms & conditions should be as applicable to the item to be purchased.
6. Eligibility and provenness criteria to be non-restrictive to maximize fair competition
7. Reasons for inclusion/exclusion of tender-conditions, considerations and decisions to be recorded in file.
8. Bids to be evaluated strictly with reference to the terms, specifications and evaluation criteria stipulated in the tender, uniformly and fairly for all bidders.
9. Examine the reasonableness of the proposed procurement price in the tender.
10. Obtain approval of the competent authority before award of contract, as per the DOP.
11. The contract placed should be as per the tender conditions, accepted offer and approved recommendation.
12. Process payments, recoveries and release/refund of securities in accordance with the contractual terms and conditions.

DON'Ts (✗):

1. Do not frame specifications or eligibility criteria so as to favour or unnecessarily restrict participation of any particular bidder or source.

2. Do not resort to exceptional modes of procurement without adequate justification and approval.
3. Do not provide selective information or opportunity to any prospective bidder.
4. Do not alter the basis of competition after initiation of the tender process.
5. Do not extend selective relaxation or benefit to any bidder inconsistent with the tender conditions.
6. Do not reject or accept an offer on grounds unrelated to the tender conditions and applicable procurement provisions.
7. Do not place an order on an ineligible, suspended, banned or debarred supplier.
8. Do not accept supplies inconsistent with the contractual specifications or terms.
9. Do not modify terms of a concluded contract without due examination and approval of the competent authority, wherever required.
10. Do not certify inspection, receipt, acceptance or completion unless the prescribed contractual requirements (including documents etc.) have been satisfied.
11. Do not release payment or contractual securities contrary to the terms of the contract or applicable provisions.
12. Do not delay in taking appropriate contractual action where a supplier fails to fulfil its contractual obligations.



TENDERING PROCEDURE : FINANCE PERSPECTIVE

[I] Pre-Tender & Estimation Stage :

DO's (✓) :

1. Do verify administrative and technical sanction: Ensure that the project has explicit Approval of the Competent Financial Authority before checking funds availability.
2. Do demand a clean breakdown of the estimated cost: Verify the basis of calculation for taxes, duties like GST), and contingency reserves.
3. Do ensure precise eligibility criteria : Check that the financial Pre-Qualification Criteria (PQC) such as average annual turnover or net worth and do not restrict fair competition.

DON'Ts (✗) :

1. Don't approve loosely structured estimates: Do not concur with budgets that lack a verifiable market survey, historical purchase rates, or detailed cost analysis.
2. Don't rely blindly on external consultants: Do not passively clear financial estimates drafted by the third-party consultants without conducting internal scrutiny.
3. Don't over-specify financial thresholds: Do not allow tailor made or excessively high POC thresholds designed to favour or exclude specific vendors.

[II] Tender Document Drafting (NIT/RFP Phase) :

DO's (✓) :

1. Do explicitly state the evaluation methodology: Ensure the tender clearly defines how the L1 (Lowest Bidder) will be calculated.

2. Do incorporate government preferences: Ensure that mandated purchase preferences such as the MSE Order and Make in India Order-are accurately spelled out.
3. Do enforce the Two-Bid Envelop system: Mandate separate submissions for technical and financial bids for all procurements above threshold limits to keep the evaluation unbiased.

DON'Ts (✗):

1. Don't accept ambiguous financial terms: Do not allow unclear clauses regarding price variations, foreign exchange fluctuations, or escalation formulas.
2. Don't incorporate routine advance payments: Do not include interest free mobilization advance terms unless specifically authorized by CVC norms and backed by a Bank Guarantee.
3. Don't alter financial criteria via Corrigendum loosely: Do not change vital financial parameters after the Notice Inviting Tender (NIT) is published without extending deadlines or notifying all participants uniformly.

[III] Bid Opening & Technical Evaluation Stage:

DO's (✓):

1. Do strictly verify EMDs and Bid Securities: Confirm that Earnest Money Deposits (EMDs) or Tender Fees match the required format, value, and validity period before technically qualifying a bidder.
2. Do scrutinize financial documents carefully: Ensure the uploaded Audited Balance Sheets, P&L. Accounts, and Statutory Auditor Certificates meet the exact periods.

DON'Ts (✗):

1. Don't open financial bids prematurely: Never open price bids before the Technical Evaluation Committee (TEC) formally clears and approves the technically qualified. vendors.

2. Don't ignore conflicts of interest: Do not participate in a Tender Committee or evaluation process if any relative or associated entity is a competing bidder.

[IV] Financial Bid Evaluation & Finalization:

DO's (✓):

1. Do maintain Comparative Statement: Verify all mathematical computations, tax loadings, and custom clearances in the Bill of Quantities (BOQ) to correctly arrive at the absolute term landed cost.
2. Do address Do ne single-bid scenarios appropriately: If a single responsive bid is received, evaluate it thoroughly against market rates to prove the reasonableness of the price before forwarding it for approval.
3. Do record reasons for rejecting unworkable low bids: If an L1 bid is unsustainably low (predatory bidding), follow proper administrative processes to seek price justifications before summarily rejecting it.

DON'Ts (✕):

1. Don't permit post-bid financial modifications: Do not allow any bidder to alter, correct, or adjust their commercial terms or prices after the price bids are opened.
2. Don't conduct arbitrary price negotiations: Do not initiate post-tender negotiations with anyone other than the L1 bidder.
3. Don't delay contract finalization: Do not stretch the evaluation process past the specified tender validity period, forcing multiple extensions or re-tendering.

[V] Contract Award & Post-Award Management:

DO's (✓):

1. Do validate the Performance Security: Ensure the winning bidder submits a genuine Performance Bank Guarantee (PBG) that is validated via the Structured Financial Messaging System (SFMS) before signing the final contract.
2. Do process timely vendor payments: Ensure legitimate vendor invoice are scrutinized and cleared promptly within the agreed payment timeline to avoid regulatory penalties and negative visibility.

DON'Ts (✗):

1. Don't authorize payments without a signed contract: Never clear dynamic bills, running account (RA) bills, or mobilization advances without an executed agreement and approved work order.
2. Don't overlook deviations or scope and creep: Do not process extra items or financial variations exceeding the initial and sanctioned budget without formal, revised financial concurrence from the CFA.

WEIGHBRIDGE

DO's (✓) :

1. Operate the weighbridge only through authorized and trained personnel.
2. Thoroughly check vehicles before tare weighing to record the true tare weight.
3. Follow all statutory requirements relating to accuracy of weighbridge operations, including applicable Legal Metrology Acts and Rules.
4. Ensure proper sealing of the Weight Indicator (Digitizer) and Junction Box as required.
5. Obtain proper approval from the Area GM/authorized representative before changing the weighbridge computer/CPU or hard disk, with due intimation to GM (M&S) and GM (E&M), ECL HQ.
6. Ensure weighbridge data remains safe and secure during any change of CPU, hard disk, or other computer components.
7. Provide only printed invoices to the customer/transporter.
8. Maintain a weighbridge logbook recording daily operation, maintenance, operating time and breakdown time.
9. Record breakdown attendance duly signed by the concerned NO (WBM) and the service provider.
10. Use the prescribed ECL checklist for periodic inspection of weighbridges and incorporate Vigilance guidelines issued from time to time.
11. Conduct weighbridge inspections fortnightly by the designated officials and record the inspection in the weighbridge logbook.
12. Keep the weighbridge platform and room neat and clean.
13. During rain and thunderstorm, isolate electrical connections to protect the weighbridge equipment.

14. All the Earth Pits of the weighbridges should be regularly checked and maintained through proper watering to ensure that the earth resistance remains below 01 Ohm limit for safety and normal functioning of weighbridge instrumentation.

15. Keep the weighbridge computer CPU protected in a sealed hard/wooden box

16. Position vehicles correctly on the marked platform to ensure accurate weight measurement.

DON'Ts (✕):

1. Don't allow any unauthorized persons inside the weighbridge room.

2. Don't permit unauthorized vehicles to enter on the platform of weighbridge.

3. Don't bypass or ignore Legal Metrology requirements governing weighbridge accuracy.

4. Don't change the weighbridge computer, CPU or hard disk without the required approval and intimation.

5. Don't allow loading or unloading of trucks on the weighbridge platform.

6. Don't skip the prescribed inspection checklist or ignore Vigilance guidelines.

7. Don't normally allow consumer trucks to stay overnight in the colliery premises, coal dump or weighbridge area without special permission.

8. Don't operate the weighbridge beyond 06:00 PM without competent approval in case of road sale.

9. Don't allow external-device access to the weighbridge PC.

COAL AND OVERBURDEN MEASUREMENTS

DO's (✓) :

1. Be conversant with procedures for firm measurement of overburden.
2. Measure OB by approved survey technology- Terrestrial/Airborne Laser Scanner and/or ETS.
3. Adopt either cross-sectional method or DTM to DTM method for routine volume computation.
4. Ensure the correctness of the plan by transferring a few points from the plan on to the ground.
5. A bench mark and a base line shall be maintained at suitable places away from the quarry on firm undisturbed ground.
6. Where quantities of over burden removed are re-handled, consider the measured quantity as actual re-handled quantity.
7. Preserve all duly signed field books and measurement reports/records for future reference at colliery as well as Area level.
8. In reporting coal production, discount the percentage of stone/shale band if it gets mixed with coal.
9. Monthly measured Over Burden as per measurement done by colliery survey team shall be considered as firm reported figure of OB removal for the month.
10. Keep the stock yard properly fenced and well-guarded.
11. Check the conversion factor of coal every year.
12. The Tub factor/Dumper factor shall be determined grade wise for coal and different carrying capacities for OB.
13. Coal stock shall be stacked and measured grade-wise.
14. Despatch old stock first.
15. Duly record "Transfer in" and "Transfer out of coal after observing all the prescribed formalities.
16. Guard against pilferage of coal.
17. Annual and / or Half yearly OBR measurement in all Hired HEMM Patches shall be conducted by CMPDI.

18. Ensure quantum of work before hiring of equipment and guard against double payment for handling the job departmentally and contractually.
19. Guard against false/excess billing in respect of transport of coal, lift/lead and shale picking/stacking.
20. Be vigilant about receipt/issue/movement/use/return of explosive and strict maintenance of record.

DON'Ts (✕):

1. Don't over report/under report figures of production of coal and removal of overburden.
2. Don't change the volume-computation methodology casually.
3. Don't measures OB only from the dumper/HEMM records.
4. Don't use an unverified Bench Mark/Baseline.
5. Don't use the coal floor as the normal OB measurement level when the Top of seam is accessible.
6. Don't discard raw survey data. Original measurement data and calculation records must be preserved for verification/audit.
7. Don't ignore major re-handling/duplication of OB. The survey methodology should properly account for excavation and avoid counting the same material more than once.
8. Don't issue more coal than norms for boiler consumption.
9. Don't make stock yard below HFL.
10. Don't stock coal on "un-contoured" and "soft" ground.
11. Don't consider in-situ coal in quarry bed as stock.
12. Don't allow the stock of coal to pile high to avoid self-heating.
13. Don't accept "Transfer in" and "Transfer out" of coal without documented weighment.
14. Don't included mixed stock or coal stock on fire in the physical stock measurement of ROM coal.
15. Don't allow extraction of Entry and Exit Fees from trucks of consumers.

DEPARTMENTAL INQUIRY : For INQUIRY OFFICER(IO)

DO's (✓) :

1. Ask the Charged Officer at the preliminary hearing whether he pleads guilty and has any defence. An unconditional guilty plea may be accepted and findings recorded.
2. Once regular hearing starts, hear the case day-to-day: adjourn only for unavoidable and adequate reasons.
3. Ensure prosecution and defence witnesses understand questions and are protected against unfair treatment.
4. Ask witnesses appropriate questions to bring out the truth and maintain a fair understanding of the case.
5. Do not stay proceedings except under a competent Court order or written orders of the DA.
6. Maintain a daily order sheet recording the proceedings in brief.
7. Remember, the Charged Officer cannot be forced to give evidence, if he offers himself as a witness; he may be examined and cross-examined as prescribed.
8. Generally examine the Charged Officer to enable him to explain circumstances appearing against him.
9. Decide objections/points judiciously, with reasons.
10. Base findings only on oral/documentary evidence adduced during inquiry and available for the Charged Officer to refute/rebut.
11. Scrutinize evidence objectively and judiciously; after signing, the IO becomes functus officio and cannot change the report.
12. Show the relationship between imputations, evidence and conclusions for each article of charge separately.
13. Copy of the Daily Order Sheet (DOS) shall be given to the Charged Official day to day basis after the adjournment of the daily proceedings

DON'Ts (✗):

1. Never rely on personal knowledge or extraneous material not part of the charge/imputations/evidence against which the Charged Officer had no opportunity to defend.
2. Do not be satirical or vicious.
3. Never disregard Natural Justice and Reasonable Opportunity.
4. Do not delegate the function of holding the inquiry.
5. Never follow personal methods; follow the prescribed procedure.
6. Stay proceedings when bias representation/application against the IO is pending consideration.
7. Do not postpone Preliminary Hearing merely because the Charged Officer could not arrange a Defence Assistant.
8. Do not call for documents or examine a witness merely to decide relevance.
9. Do not shift responsibility for calling defence/prosecution witnesses onto the Charged Officer/Presenting Officer.
10. Do not proceed ex-parte if the charge-sheet has not been delivered.
11. Do not allow Defence Assistant presence when the Charged Officer is his own witness or is answering mandatory questions at the close of inquiry.
12. Do not collect information at site from persons not cited as witnesses.
13. Do not allow the Charged Officer to engage a legal practitioner as defense assistant in DI unless the Presenting Officer appointed by DA is a legal practitioner or unless permitted by DA under special circumstances.



Land Purchase/Acquisition and Subsequent Processing of Employment against Land Proposals

DO's (✓) :

1. Prepare land schedules using data from the State Revenue Department and mention the source of the data.
2. Clearly identify Mouza, Plot No., land type, total area, area already under ECL possession, Government-vested area, Patta area and area proposed for purchase/acquisition.
3. Reconcile the proposed land with neighbouring Areas/Mines wherever required.
4. Clearly distinguish Tenancy, Government, Patta, Forest, Debottar, ECL and other applicable categories of land.
5. Establish the requirement of land use-wise.
6. Obtain the prescribed certificates, checklists and recommendations from the competent officials.
7. Maintain consistency between the land schedule, scheme/PR, revenue plans, mine plan, calculation sheets and other supporting documents.
8. Identify whether the land falls within the leasehold of one mine or more than one mine.
9. Examine employment implications, including any proposed clubbing under the package deal system.
10. Examine whether relaxation of the prevailing R&R Policy of CIL or ECL norms is required and obtain the required recommendation.
11. Ownership documents should be properly checked as per the extant Guidelines.
12. Obtain requisite affidavits/agreements and declarations from the concerned landowner and/or nominee for employment against land, along with physical possession of the land, during processing of an employment proposal.
13. Mutation of the land in favour of ECL/MoC should be ensured before processing of an employment proposal.

DON'Ts (✕):

1. Do not prepare the land schedule without establishing and recording the source of the revenue data.
2. Do not submit a proposal with incomplete or unclear land particulars.
3. Do not proceed without addressing possible overlap or prior acquisition/possession by another Area/Mine.
4. Do not treat different categories of land as interchangeable or omit the applicable land category.
5. Do not propose land without demonstrating the requirement for the relevant scheme/project activity.
6. Do not rely on informal or incomplete certification in place of the prescribed documents.
7. Do not submit documents containing unexplained differences in land area, cost, employment or other parameters.
8. Do not overlook leasehold implications where land relates to more than one mine.
9. Do not ignore the effect of clubbing on total land area, employment and approvals.
10. Do not assume that a deviation or relaxation is permissible without identifying and documenting it.
11. No land purchase should be proceeded without thoroughly checking and verifying the ownership documents
12. No employment proposal should be processed with incomplete documentation and without taking physical possession of the concerned land.
13. No employment proposal should be processed without getting the concerned land recorded in favour of ECL/MoC.



AWARD AND EXECUTIVE OF CONTRACT

Part A - Award of Contract -

[I] Eligibility Criteria: Balance, Objective, Relevant :

DO's (✓) :

1. Define "similar nature of work" objectively, specific to the work, and in the NIT itself.
2. Keep criteria proportionate to the value and complexity of the work.
3. Frame criteria so that adequate competition is possible.
4. Apply the same yardstick to every bidder.

DON'Ts (✗) :

1. Frame bidder-specific criteria that shut out competition
2. Accept unrelated experience as "similar" work
3. Make criteria so liberal that unqualified bidders can qualify
4. Change eligibility after the tender is floated

[II] Advertisement, Bid Period and change after NIT :

DO's (✓) :

1. Advertise properly and give adequate time, as the Manual prescribes
2. Publish tender information on the websites as required.
3. If a change is genuinely needed, issue a corrigendum and extend the bid submission date if company manual allows.

DON'Ts (✗) :

1. Don't Change eligibility just before bid opening
2. Float short-period tenders without recorded justification
3. Use different tender documents for the same kind of work without reason

[III] Bid Evaluation only on Stated Parameters :

DO's (✓) :

1. Evaluate strictly on the stated criteria and methodology.
2. Reject only on grounds the tender states
3. Record reasons for every disqualification
4. Give all bidders the same opportunity for clarification

DON'Ts (✗) :

1. Evaluate on criteria not stated in the eligibility criteria of the NIT
2. Consider documents the tender did not ask for
3. Keep the LOA on hold and then award by nomination citing urgency

[IV] Tender Evaluation Committee (TEC) :

DO's (✓) :

1. Constitute the TEC as per the Delegation of Powers
2. Take a Conflict-of-Interest undertaking from every member
3. Consider a standing committee to reduce the risk of selective nomination

DON'Ts (✗):

1. Change members midway through evaluation
2. Include anyone with a link to a participating bidder
3. Treat one member's opinion as the committee's decision: all members are equally responsible

[V] Contract Negotiation, Single Offer and L1 withdrawal :

DO's (✓):

1. Negotiate only where the Manual/CVC exceptionally allows, only with L1, and with recorded justification
2. Accept a single offer only if it was properly advertised with adequate time, eligibility was not restrictive, rates are reasonable, and approval is at the proper level (single-tender powers)
3. If L1 withdraws, act as per tender conditions (EMD forfeiture and other consequences)
4. Decide the way forward after L1 withdrawal with competent approval and recorded reasons
5. Finalise bids within validity; seek validity extensions in time

DON'Ts (✗):

1. Treat negotiation as a routine step
2. Negotiate with bidders other than L1
3. Accept a single offer without checking the single-offer conditions
4. Let bid validity lapse while the decision is pending

[VI] Small Things that Cause Big Problem :

DO's (✓) :

1. Apply MSE benefits where the policy covers the category
2. For EMD-exempt firms, require a bid-securing declaration and state the consequences of withdrawal in the tender
3. Seek clarification only on documents that existed on the due date
4. Take bank account details along with the bid
5. Keep a checklist at the tender stage

DON'Ts (✗) :

1. Extend MSE benefits to Works contracts, which the policy does not generally cover
2. Accept new credentials after bid opening to make a bidder eligible
3. Allow changes to bank account details after bid submission.

Part B - Execution of Contract -

[I] LOA Performance Security and Bank Guarantees :

DO's (✓) :

1. Issue the LOA within bid validity, after competent approval
2. Obtain Performance Security within the stipulated time
3. Verify each BG with the issuing bank
4. Track BG validity on a register and extend it along with the contract
5. Provide in the tender the action for late or non-submission of BG

DON'Ts (✗) :

1. Pass bills without the guarantee.
2. Allow generous grace for late BG with no penalty clause.
3. Let a BG lapse while the contract is running.

[II] Subletting and Sub-Contracting :

DO's (✓) :

1. Sub-contracting was allowed in the tender.
2. Eligibility of the sub-contractor is defined.
3. Employer's approval is taken.
4. A maximum percentage is stated.

DON'Ts (✗) :

1. Allow complete subletting of the work.
2. Allow multi-level subletting chains.
3. Ignore boards, registers or bills in another firm's name.

[III] Deviation, Variation and Change in Specifications :

DO's (✓) :

1. Distinguish deviations within scope from those outside scope (outside-scope items may amount to a fresh procurement.
2. Get competent-authority approval before ordering
3. Record technical justification for any change in specification
4. Follow contract provisions for rates of extra items

DON'Ts (✗) :

1. Change technical specifications informally on site
2. Execute extra items first and regularise later
3. Let variations grow beyond what was approved

[IV] Measurement, MBs and Payments :

DO's (✓) :

1. Record measurements on actual work executed, including in e-MB.
2. Check each RA bill against the MB, earlier bills and deductions.
3. Pay within the prescribed payment timeline.

DON'Ts (✗) :

1. Pay the same item more than once
2. Pay for work not measured or executed (undue payment)
3. Delay payments without a recorded reason.

[V] AMC and Warranty :

DO's (✓) :

1. Define the scope of warranty and of AMC separately in the tender
2. Start CAMC only after the warranty period ends
3. State what is covered: spares, labour, response time

DON'Ts (✗) :

1. Pay CAMC during the warranty period
2. Leave the scope of warranty and AMC undefined

[VI] Enforcing the Contract :

DO's (✓) :

1. Include penalty, LD and action clauses in the tender
2. Apply them as per contract for delay or poor quality
3. Act against defaulting firms as per the banning-of-business circular.
4. Record notices and decisions on file

DON'Ts (✗) :

1. Leave gaps such as "no clause to penalise"
2. Waive penalties without competent approval
3. Let performance issues drift without a decision



HSD/DDU Operation

DO's (✓):

1. Always check for genuity of TT received.
2. Always check the water content by water paste.
3. Always take the dip reading of TT and mention any shoratge in the Annexure as well asin vendors challan/invoice.
4. Opening and closing Dip reading of UG tank should be taken on daily basis and reconcile it with Book Stock.
5. Always check for operatinal Hour Meter and tank balance before filling HSD in HEMMs.
6. Report any deviations from fixed hourly consumption of HEMMs promptly.
7. Handling losses if any (within limit) should be written off at the end of the financial year.
8. Report the variation of physical stock and book stock to higher authority at the end of every month.
9. All HSD consumption should be mentioned in the respective Log Book of equipments.
10. Periodic stamping and calibration should be done for all DDU/Bowser flowmeters and Totalisers.
11. Calibration and stamping of Diesel Bowser's Dip Rod should be done periodically for each compartment.

DON'Ts (✗):

1. Never decant the TT in the absence of any decantation committee member.
2. Check for any leakage or tempering in the TT received. Never decant from laking/tempered TT.
3. Never decant TT without taking dip reading of UG tank.
4. Never issue/dispense HSD without proper Requisition and Issue slip.
5. Should not dispense HSD from faulty flowmeter.



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