



MOIL LIMITED
(A Government of India Enterprise)

VIGILANCE VANI

MONTHLY NEWS LETTER OF VIGILANCE MOIL

Issue : February 2019

Volume : 12



CVO's Desk:

The standard Operating Procedures defines the practices of each and every department in the organization and play vital role in business. SOPs are set of policies, standards, and procedures in the management to ensure success. SOP enables the work of the organization to go on undisturbed even with employee's absence at times with other employee taking over and complete the pending urgent tasks at the targeted time. Some of the important functions of effective SoP are :-

1. They communicate responsibilities to employees.
2. They provide consistency and quality control.
3. They help increase productivity with clear communication with employees about what's expected of them .
4. They facilitate value addition amongst employees by imparting training.
5. They evaluate the employee performance with set of documented parameters.
6. They reduce the unsafe working environment and legal complications because procedures and ways to do jobs are written..
7. SoPs justify the means to get ends by following extant rules/ procedures/acts.

Although SOPs may take appreciable time for preparation but at long run they are worth having invested time and care rather than working in random fashion and trying to troubleshoot all the time.

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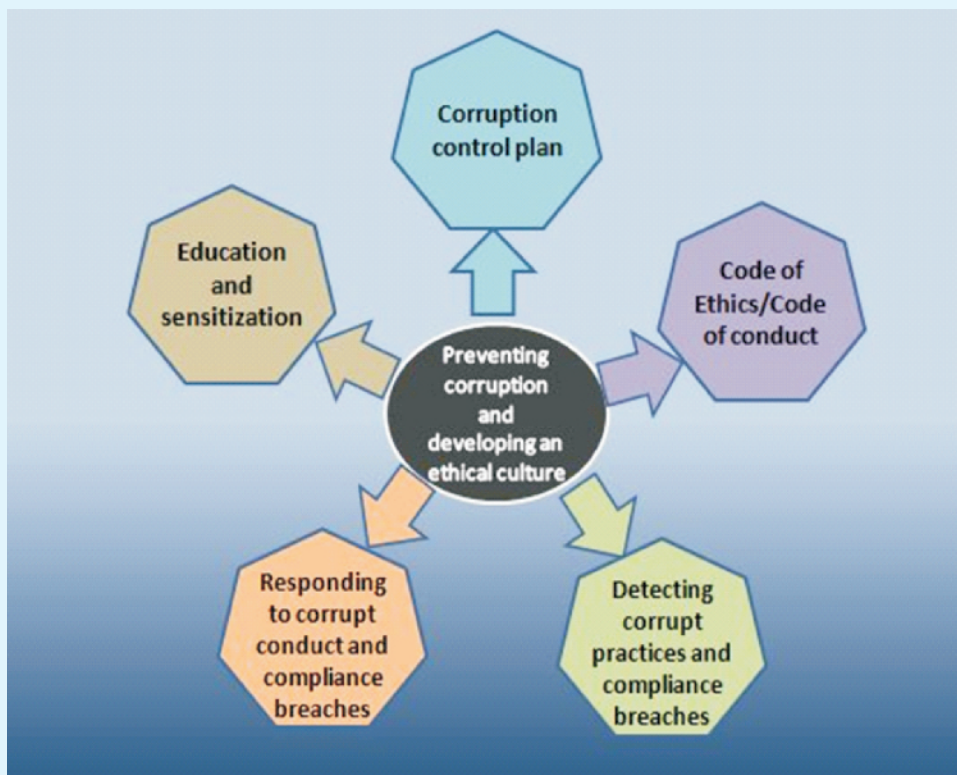
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Illustrative Check Points for Various Stages Of Public Procurement-Part 5

7.0 Tender Document

The tender after acceptance becomes 'the contract'- a legal document. An ambiguous agreement leads to poor contract performance and litigations. It also gives an opportunity to a contractor to make profit out of ambiguous conditions. It has been observed that often the tender document is prepared in a hurried manner without checking for consistency among Schedule of Items, Drawings, Specifications and Contract Conditions etc. This can happen due to different parts of the tender document like Schedule of Quantities, Specifications, Drawings and General Conditions etc. being prepared by different set of people without correlating them. Sometimes they are copied from old tender cases without giving a thought to the applicability of the conditions to the present work.

7.2 Following check-points are suggested:

- i. Whether complete tender document containing General/Special Conditions of Contract, specifications, Bill of Quantities, all Addendums etc. is approved by the Competent Authority?
- ii. Whether standard approved tender document has been used? If not, whether the tender document would be legally sustainable?
- iii. Whether all the prevailing guidelines of Govt./CVC organization have been made part of the tender document?
- iv. Whether relevant modality to deal with any ambiguity in the bid has been provided in the tender document?
- v. Whether all the documents/drawings stated to have been attached with the tender documents have actually been attached or not?
- vi. Whether proper place of tender receipt has been notified in the NIT or not?
- vii. Whether the provision of additional bank guarantees or other securities have been made in case of bid being unbalanced or front-loaded?
- viii. Bank Guarantees from Nationalised Banks only should be accepted. Under no circumstances bank guarantees from Co-operative Banks should be accepted?

contd...

8.0 Pre-qualification

8.1 The success of a project largely depends on the capability of the contractor/vendor. Pre-qualification is a process to select competent contractors having technical and financial capability commensurate with the requirements of the particular procurement (work/supply of goods/hiring of services). The pre-requisites of pre-qualification process are:

- Transparency
- Fairness
- Maintenance of fair competition

8.2 The Commission had issued guidelines vide circular No12-02-1-CTE-6 dated: 12.12.2002 and 07.05.2004 advising the organizations to frame the pre-qualification criteria in such a way that it is neither too stringent nor too lax to achieve the purpose of fair competition.

8.3 During intensive examinations of the works of the organizations dealing with the power projects, following deficiencies were observed:

- Stringent PQ Criteria resulting in poor competition.
- Unduly restrictive criteria, creating entry barrier for potential bidders.
- Evaluation criteria not notified to the bidders, making the PQ process non-transparent.
- PQ Criteria relaxed during evaluation, thus creating entry barrier to the other potential bidders fulfilling the relaxed criteria.
- Credentials of the bidders not matched with the notified criteria.
- Credentials of the bidders not verified.

8.4 Following check-points are suggested:

- i) Whether there are proper guidelines on pre-qualification of contractors/suppliers in the procurement manual of the organization?
- ii) Whether pre-qualification criteria for the instant procurement have been framed objectively commensurate with importance and size of the project/procurement?
- iii) Whether the pre-qualification criteria was frozen before inviting pre-qualification bids?
- iv) Whether the pre-qualification criteria has been approved by the Competent Authority as per the provision in the procurement manual of the organization?
- v) Whether there is any deliberate attempt to make the pre-qualification criteria suiting to particular bidder(s)?

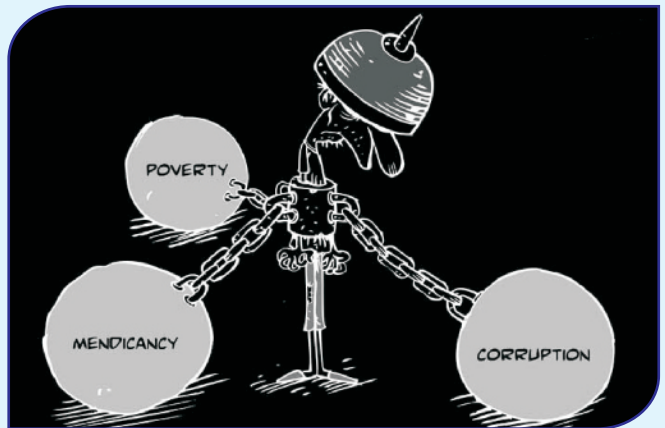
- As Per CTE's Organization



Quarterly Structured Meeting with Management 19.02.19



Intra-Department Training program at H.O.



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