

## **Systemic Improvements and Good Practices suggested.**

### **1. Date: 14.03.2019**

- i) Copies of payment recommendation by the RCM/EIC should invariably be marked to the Project Coordinator who is expected to be in command of the project so far as information & data related to the project are concerned.
- ii) Updated information as regards the essential pre-requisites (such as Bank Guarantees, genuineness & validity period thereof) to payment recommendation by RCM/EIC should be made available by the Project Coordinator to the RCM/EIC promptly.

### **2. Date: 22.04.2019**

- i) Rotation of officials from sensitive posts periodically.
- ii) While putting up proposal for approval, the level competent to approve need to be indicated in the proposal itself citing the relevant provision of the manual.

### **3. Date: 29.06.2019**

- i) Whenever a proposal is put up for approval which is in deviation to the prescribed procedure of the Company, the same should be so mentioned in the proposal itself and level of approval should be accordingly raised as per applicable Delegation of Power.
- ii) Tender Committee/Tender Recommendation Committee should invariably meet & deliberate the subject keeping record of such meeting before any recommendation is put up by them for approval.
- iii) A time frame may be fixed within which exercise of tendering should be taken up before expiry of such type of contracts/work orders.

### **4. Date: 09.08.2019**

- i) Officials dealing with payments in respect of manpower should check the remittance of statutory payments made by the contractors deploying man power online through respective website in addition to submission of documentary evidence by the contractor in respect of the same.
- ii) Certificate of experience forming part of credential should be checked with the corresponding Purchase/ Work Orders/ contract. In case of certificates from private organization, TDS certificates may be obtained additionally.

- iii) Amount of Security Deposit should be adequate to safeguard MECON's interest and should cover liability of MECON for at least one month of amount of contractors' bill.

**5. Date: 26.08.2019**

- i) Projects of such magnitude and importance should be given due weightage and be executed preferably forming a Task Force.
- ii) Proposals put for approval and pending for considerably long period need to be pursued periodically. Verbal approval should not be taken as a practice. However, wherever it is so required for exigencies, verbal approval from competent authority should invariably get confirmed by way of formal approval as required under the procedures, within reasonable period of time.
- iii) Notice inviting Expression of Interest (EOI) for pre-tender tie-up/collaboration agreement etc may be issued with approval of competent authority. There is a need for substantial improvement in order placement cycle for which model time frame may be prescribed to avoid delays in project implementation. Reasons for inordinate delays may be properly recorded.
- iv) A system should be developed wherein Government guidelines pertaining to areas of business of MECON may be maintained and updated from time to time for which nodal officer may be nominated in the concerned sections. The information may be disseminated within the section and to all concerned.

**6. Date: 02.01.2020**

- i) Debarring or imposition of ban on business relations with vendors/suppliers/contractors/service providers may be done for a specified time after following due procedure and the same should be deemed to have been automatically revoked on the expiry of that specified period. A transparent system of banning or debarring of contractors/vendors/suppliers/service providers may be put in place. List of such agencies need to be updated from time to time and mention of existence of such list of contractors/vendors/suppliers/service providers may be made in the bidding document as well as company's website. Bidding documents may also have specific stipulation regarding exclusion of such entities from participation in bidding. Thus situation of elimination of bidders in non-transparent manner merely citing their past defaults can be avoided.
- ii) Eligibility criteria/Pre-qualification criteria should conform to attributes of rationality, equity and non-arbitrariness should be explicit and not subject to interpretation. It may be exhaustive yet it should be specific. Use of "/" should be avoided as far as possible and if unavoidable, contents may be made specific.

- iii) Wherever it is considered necessary to formulate Eligibility/Pre-qualification criteria broad based in order to evoke wide response, objectivity may be ensured in the criteria.

**7. Date: 21.03.2020**

- i) No lumpsum contract may be envisaged or awarded for such type of services where it calls basically for deployment of unskilled, semi-skilled and skilled labour solely and associated supervisory services. Payments in respect of such contracts should comply with minimum wages and other statutory obligations.
- ii) The quantum and type of manpower to be deployed should be as per requirement of the work and to be decided in a logical and judicious manner.
- iii) All outsourcing services may be covered and taken up by internal audit of the company on regular basis.
- iv) Payments to the manpower deployed for rendering the services should be made electronically into their respective Bank accounts and the compliance of this as well as associated statutory payments should be ensured.
- v) Payment/work certification by execution section/department and Payment Recommendation by the recommending section/department may be signed at minimum two levels in the respective section/department before it reaches Finance Section.
- vi) All files should be duly page numbered and list of contents of the files may be maintained in the file itself.

**8. Date: 02.05.2020**

Integrity Pact should cover all tenders/procurements above a specified threshold value and follow the IP in letter and spirit. Hence signing of IP in respect of MECON tenders which reach/cross threshold value fixed by MECON should be ensured since IP has been adopted by the company.

**9. Date: 13.05.2020**

An alert may be considered to be displayed through MECONINFO upon nearing the accumulation limit of Earned Leave of the employees, for applying for encashment of earned leave as per entitlement. This would ensure that the leave earned by the employee does not get unduly lapsed.

\*\*\*\*\*